



COLWOOD
2020

DRAFT

ANNUAL REPORT

FISCAL YEAR ENDING DECEMBER 31, 2020

Colwood Fast Facts

LAND & FEATURES

- 17.67 square km total land area
- 52 parks featuring old growth forest
- 89 hectares of parkland
- 7.6 km of pristine ocean waterfront
- 3 National Historic Sites: Hatley Castle, Fisgard Lighthouse & Fort Rodd Hill
- 1 National Migratory Bird Sanctuary
- 126 km of paved roads
- 50 km of sanitary sewer
- 39 km of storm drain pipe

PEOPLE & BUSINESS

- Incorporation year: 1985
- 18,310 residents and growing
- 9.6% growth between 2011 and 2016
- Median age 41.6
- 17% Youth 0-14 | 67% Adults 15-64 | 16% Seniors 65+
- 6,867 households
- \$4.36 billion in assessed value
- \$81,842,000 building permit construction project value
- 425,000 taxes generated from new growth
- 522 licensed businesses



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City of Colwood, British Columbia, Canada
2020 Annual Report for fiscal year
ending December 31, 2020

Prepared by the City of Colwood
Communications & Finance Departments

Presented to Colwood Council
in accordance with Section 99,
Community Charter



Colwood Mayor and Council 2019-2022

Mayor & Council

Message from the Mayor



Rob Martin
Mayor

2020 was challenging in ways we've never experienced. Our community came together in inspiring ways: the unparalleled dedication of all essential workers, families adjusting to changing work and school environments, neighbours reaching out to help others, a surge of support for local businesses and a renewed appreciation for Colwood's abundant beaches, parks, trails and natural areas for the health benefits they provide.

With this in mind, the City of Colwood created its first Parks & Recreation Master Plan with tremendous input from residents. The plan lays out a vision for new parks, trail networks and amenities. It will guide the creation of Parks Management Plans in 2021 to begin to implement improvements.

Council advanced plans for a 10-year program of sidewalk and cycling upgrades, applied for a grant to construct a Galloping Goose pedestrian and cycling bridge over Sooke Road and embarked on a Waterfront Improvement Plan to create a multi-use waterfront trail that will help to protect the highly sensitive wildlife habitat and archeological resources.

Over the next five years, Colwood anticipates over \$1 billion in construction investment that will create an estimated 450 construction jobs and hundreds of long term jobs in our community. This will also require investment from the City to guide development in responsible ways, maintain and repair new infrastructure and serve a growing population.

We are proud that initiatives strive to create opportunities for our community to get involved and improve life in Colwood. Whether you are hiking a forest trail, visiting one of our historic sites, enjoying the beach, playing in your neighbourhood, Colwood is the place to be.

Colwood Council 2018-2022

Colwood's Mayor and six councillors were elected in November 2018 for a four year term.

The role of Council is to govern the City of Colwood and its municipal corporation so that staff are able to provide the services Colwood residents need and want. In carrying out their many duties, Council considers citizens' concerns in balance with social, environmental and safety factors and anticipates emerging opportunities to plan for the community's long-term growth.

Council meets regularly to make decisions about City policies and directions that will be carried out by Colwood staff in the day to day business of the community. Citizens are encouraged to attend meetings, share their views and learn more about decisions that affect them.



Michael Baxter



Cynthia Day



Dean Jantzen



Doug Kobayashi



Gordie Logan



Stewart Parkinson

Making Headlines in 2020

- Relief for Colwood taxpayers: City targets 0% tax increase and reduction to business tax
- Colwood Branch Drop Off expanded to April 25th and every Saturday in May
- Colwood hosts first in a series of COVID-19 Response & Recovery Business Roundtables Keeping your distance - seaside style
- Weekly Branch Drop Off to continue every Saturday through the summer
- Help create Colwood's first Parks Master Plan - share your ideas!
- Ocean Boulevard: a seaside destination for residents and visitors
- New Colwood park! Meadow Park Green will be the place to play in Royal Bay
- Monitoring traffic flow to inform transportation planning
- Colwood economic recovery plan: promoting prosperity throughout our community
- Work begins to repair multiple long sets of stairs in Latoria Creek Park
- Summer fun at Royal Beach Seaside Village
- Seaspan Victoria Shipyards coming to the Allandale District in Colwood
- Netflix filming new series at Royal Beach in Colwood
- Royal BC Museum brings the Royal Bay mammoth tooth home to Colwood
- Overpass for the Galloping Goose: Colwood exploring grant opportunities
- Colwood light displays brighten the holidays
- Colwood Create Places competition



Goals & Strategic Priorities

Official Community Plan Goals

Colwood's *waterfront* is a gently-enjoyed, world class destination for residents and visitors alike.

People and *nature* are exceptionally well-connected.

Family friendly *neighbourhoods* provide housing choices.

Residents have realistic *transportation* choices.

Vibrant streets & *public spaces* promote community connections.

Colwood is carbon neutral, energy positive, water smart and *prepared to adapt* to a changing world.

Strategic Priorities

Mobility

Colwood is a community on the move



- Transportation Master Plan Update
- Roads Paving Program
- Sidewalk and Bike Lane Plan
- Crosswalk + Transit Improvements
- Roundabout at Latoria + VMP
- Road works at Allandale + VMP
- Design works for upgrades along Sooke, Metchosin & Painter Roads
- Technology to measure + relieve traffic

Prosperity

Colwood is a thriving City



- 0% overall tax increase in 2020
- Realign commercial tax rate
- Household Prosperity Study
- Regular meetings with businesses
- Benchmark the costs of development
- Public Realm Improvement Plans for Colwood Corners + the Waterfront
- Update Land Use Bylaw
- Update Economic Development Strategy

Governance

Colwood is a well-managed City



- Dam Safety Upgrades at Lookout Lake
- Sewer Master Plan
- Stormwater Master Plan
- Service Inventory + Service Levels
- Low Carbon Resiliency Plan
- Sustainable Infrastructure Plan and full asset life cycling accounting

Vibrance

Colwood is an engaging City



- Parks & Recreation Master Plan
- Roadway Beautification Plan
- Enhanced Signage and Wayfinding
- Social + Cultural Needs Assessment
- Events Plan + Volunteer Plan
- Explore possibility of an arts centre
- Heritage Strategy
- Affordable Housing Policy



Ocean Boulevard free for bikes



Latoria Creek Park gets new stairs

2020 in Pictures



Sledding at City Hall pre-COVID



Royal Roads Forest



Indigenous Housing under construction at 342 Wale Road



The view from Havenwood Park



Colwood's Waterfront & Lagoon neighbourhood



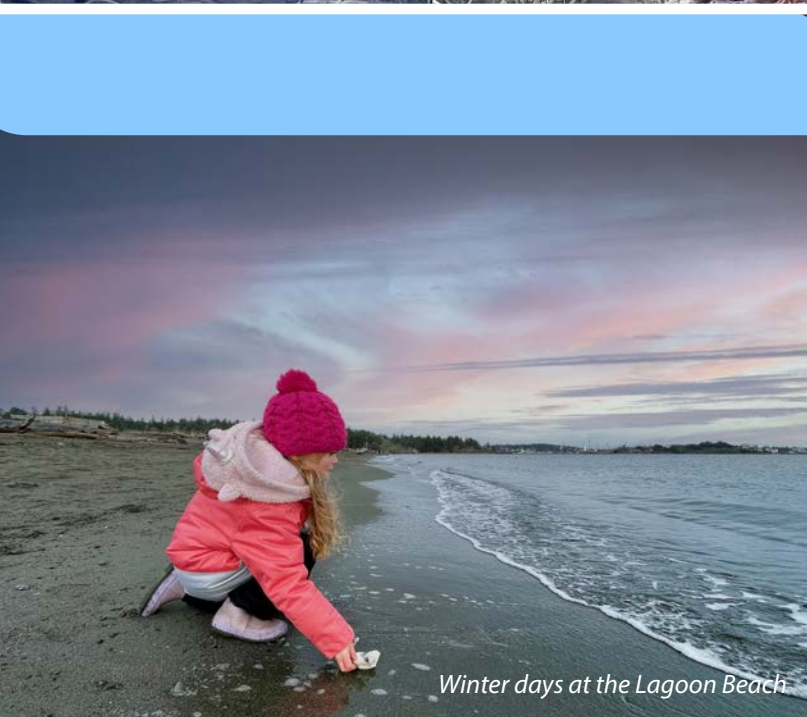
Community pulling together



Crosswalk installation on Latoria Road



Royal BC Museum coming to Royal Bay



Winter days at the Lagoon Beach



Orange Shirt Day First Nations Market



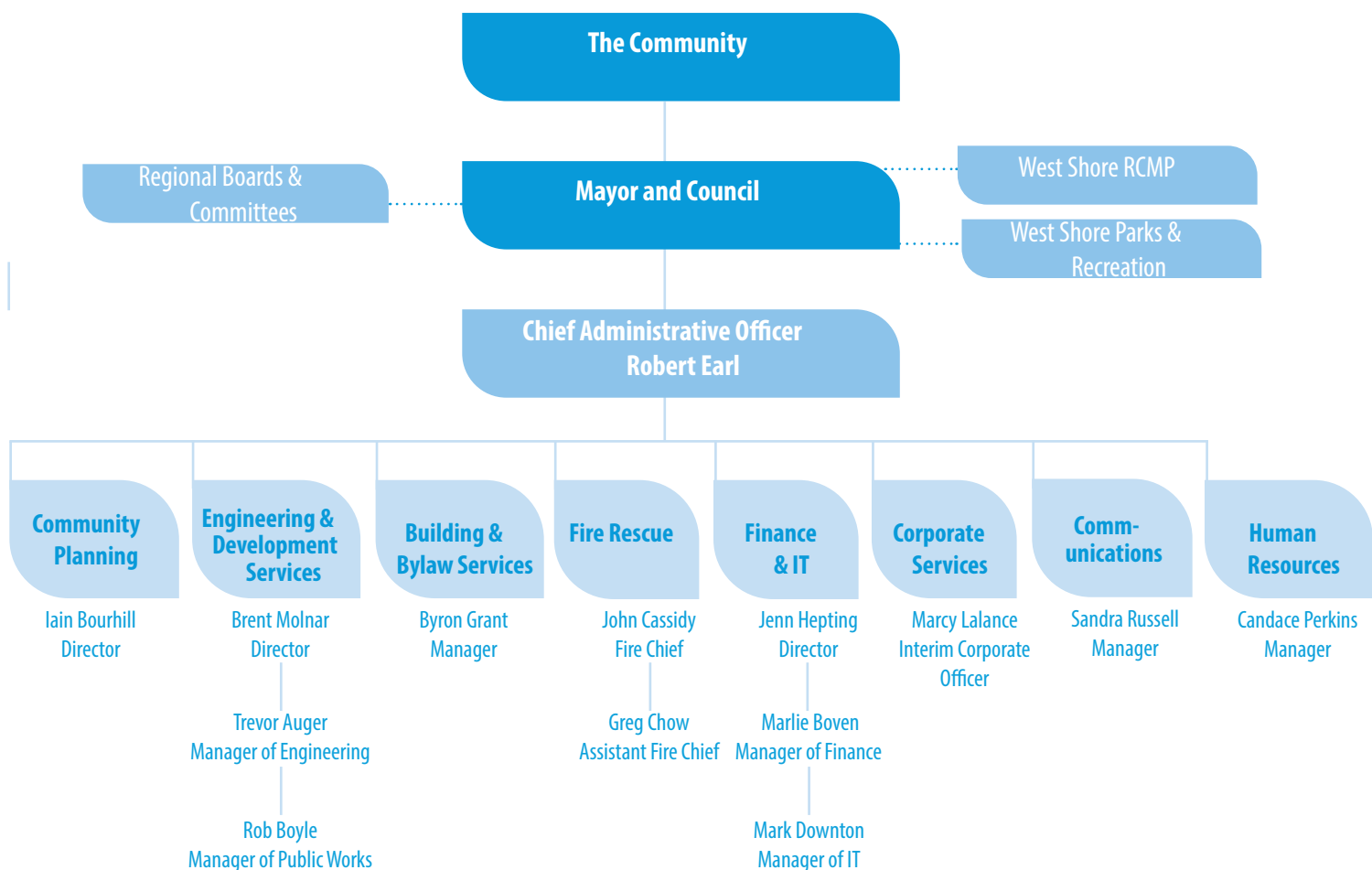
City Services



Organization Profile

The City of Colwood provides a wide range of municipal services to the community. These services include Corporate Administration, Finance, Policing, Fire Protection, Planning, Building Inspections and Bylaw Services, Engineering, Public Works, Parks and Sewer Service. The City also levies and remits funds to support the West Shore Parks and Recreational Centre, the Greater Victoria Public Library, and School District 62.

The Chief Administrative Officer leads a team of dedicated employees responsible for providing the services detailed in this plan as well as providing recommendations and policy advice to Council.





Community Planning

Completed a new
Heritage Strategy to
protect and promote
Colwood's unique
heritage assets

Created Colwood's
first Parks & Recreation
Master Plan to enhance
connectivity and
enjoyment of parks

Community Planning supports decision making for the future wellbeing and environmental stewardship of Colwood:

Long Range Planning and Policy: Support the vision for Colwood's future as identified in its Official Community Plan (OCP).

Heritage Planning: Conservation and management of heritage resources in conjunction with the Colwood Heritage Commission.

Arts, Culture and Recreation: Planning and policy support of public arts and culture through collaboration with groups such as the Juan de Fuca Performing Arts Centre Society and West Shore Parks & Recreation.

Environmental Sustainability: Integrated climate change adaptation, mitigation and stewardship of local ecology and biodiversity.

Economic Development (Including Covid-19 Recovery): Policy and program development and implementation of Colwood Economic Development Strategy and the Covid-19 Economic Recovery Strategy.

Accomplishments from 2020

- Facilitated rapid COVID-19 economic recovery planning with community stakeholders
- Compiled the Colwood COVID-19 Economic Recovery Plan and led implementation of recovery strategies and tactics
- Initiated the Colwood Prosperity Roundtable quarterly meetings
- Assisted with development planning surge in applications
- Completed the Heritage Strategy
- Completed the Colwood Housing Needs Assessment with the CRD
- Compiled the Parks and Recreation Master Plan
- Completed the Colwood "Together for Climate" Adaptation Strategy with ICLIE Canada (Phase 1 of Low Carbon Resiliency Plan)

Priorities for 2021

- Continue to refine and implement the Economic Recovery Plan
- Continue to lobby BC Transit for public transit improvements
- Update the Land Use Bylaw general regulations and zoning
- Review and update the Affordable Housing Policy
- Complete Waterfront Public Realm Improvement Plan
- Complete the Active Transportation Network Plan
- Complete a coastal adaptation plan
- Formalize the updated Heritage Inventory
- Complete the Heritage Strategy
- Implement the Parks and Recreation Master Plan and complete three major park specific management plans
- Work with Juan de Fuca Performing Arts Centre Society to determine feasibility of new arts Centre at the Island Highway
- Complete Low Carbon Resiliency Plan GHG inventory & mitigation
- Implement actions called for by the Climate Emergency Declaration

Council Expectations

- Ensure long range plans advance the direction of the Official Community Plan.
- Focus on infrastructure planning for active transportation and public transit mode-shift.
- Protect and celebrate heritage assets.
- Support public arts and culture through planning and collaboration.
- Encourage a shift to low carbon resiliency to support climate change adaptation, mitigation and stewardship of local ecology and biodiversity.
- Planning that supports the economic resilience of the City.

Residents enjoy a city that is green by nature and the privilege of a connected network of parks and trails within easy walking distance of home. Colwood's parks, recreation, and natural systems are unique to this place and integral to the community's identity and exceptional quality of life. The treasured public waterfront is iconic and balances resilience to climate change and sea level rise, respect for the environment, and a vibrant destination for activity and cultural events in the region. The diverse amenities and thoughtful distribution of Colwood's parks and recreation empower all ages and abilities to live a healthy lifestyle and provide a legacy for generations to come.





Development Services

Development Services work hand in hand with the Council, the community and developers to implement the Official Community Plan and Land Use Bylaw, and bring about works and services to realize development within the City of Colwood.

The department coordinates extensively with development partners and internal departments to realize development objectives by:

1. providing clear and consistent guidance to developers to support the timely completion of new development projects, and
2. respecting and promoting the environmental, economic, and social and cultural aspects of Colwood.

241

**development,
sign, tree +
applications
received
in 2020 up from
233 in 2019**

Accomplishments from 2020

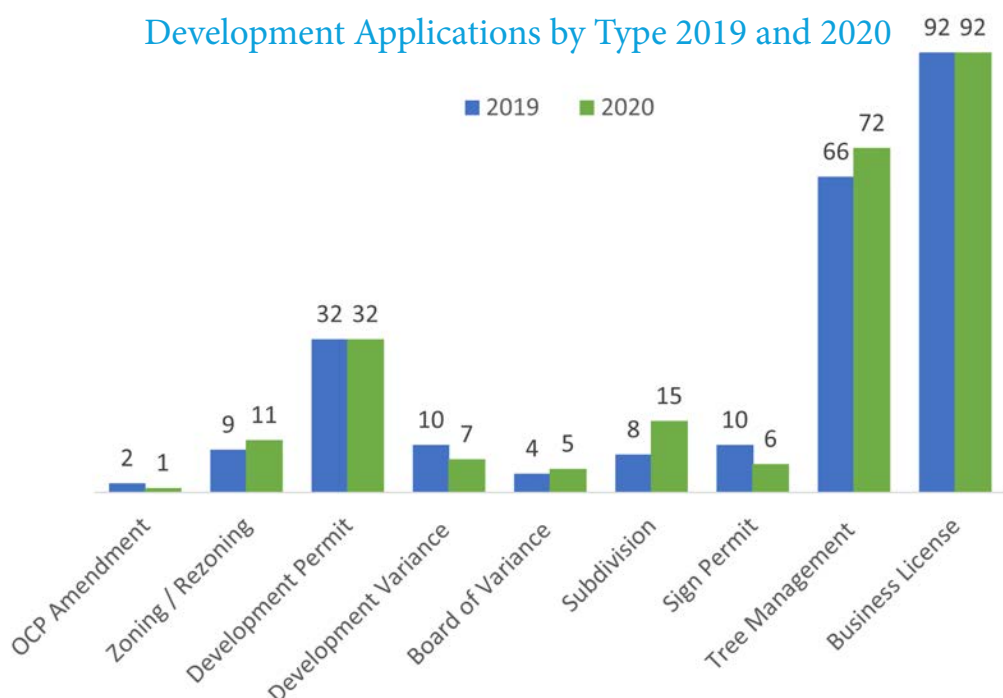
- Continued to support major development: Royal Bay subdivision and development permitting; Latoria South Official Community Plan and Rezoning Amendments; Royal Beach Official Community Plan and Rezoning Amendments; Allandale Rezoning and Development Permitting; Olympic View subdivision
- Customer service response time to land development inquiries less than 24 hours.
- Improved deliverables and timelines for subdivision, rezoning, and development permits despite increasing application volume and complexity of development
- Strengthened Board of Variance process to enable consideration of minor variances.
- Continued to increase knowledge and expertise of all Development Services staff (e.g. professional development, mentorship)

- Enhanced Land Asset Management Tracking (Subdivision)
- Supported master planning projects: Parking Bylaw Update, Community Amenity Bylaw, Attainable Housing Policies and Parks & Recreation Master Plan

Priorities for 2021

- Update Development Procedures Bylaw (2021 / 2022)
- Update Development Cost Charge Bylaw
- Streamline Report and Permit Templates (2021 / 2022)
- Update Public Hearing Procedures and Responsibilities (2021)
- Update Development Application Fees (2021)
- Update Development Application Forms (2022)
- Update administrative support practices for general inquiries, tree permits, file management, etc.
- Implement Land Development Software System (2021/2022)
- Work with the Engineering Department on a policy regarding works and services relative to small in-fill subdivisions (2021)
- Update small lot design guidelines to align with OCP (2021)
- Planning Permit Compliance and Monitoring System (2022)
- Actualize Parks & Recreation Plan rezoning and subdivision (2022)
- Plan for long term updates: Brochures for development applications; update development processes on website; Development Application Tracking System; enhanced mapping capabilities for Development Services Department; Terms of Reference for Professional Reporting (TIA, Stormwater management plan, etc.

Development Applications by Type 2019 and 2020



92
business licenses issued
in 2020 for a total of
522
active businesses

Statistical Trends: Planning and Land Use

New Construction Value

2017	2018	2019	2020
\$79M	\$149M	\$105M	\$116M

New Subdivision Lots Created

2017	2018	2019	2020
56	80	105	160

New Strata Lots Created

2017	2018	2019	2020
83	100	94	28



Engineering

Council Expectations

- Consistent application of the Bylaws, Strategic Priorities, Policies, and regulations of the City relative to the consideration of works and services.
- Deliver high quality capital works and services that meet Engineering specifications and consider our environment, changing climate, universal accessibility and fiscal responsibility.
- Apply a “complete streets approach” that conforms to the City’s mode priorities: active, transit, goods & services, then vehicles.
- Timely response for review and inspection services.
- Protect existing infrastructure and inspect new construction to protect against risk and ensure quality and conformance.

The Engineering department works to ensure the safety and effectiveness of the City’s infrastructure assets by planning, constructing and maintaining its parks, roads, sidewalks, drains, sewers, streetlights, traffic signals, bridges and city owned buildings. In conjunction with the City’s Public Works, Development Services, Community Planning and Building departments, Engineering staff work closely with homeowners, businesses and developers to ensure projects enhance the livability of Colwood in accordance with the City’s Official Community Plan.

Accomplishments from 2020

- Continued to improve information flow amid an increasingly high volume and complexity of development review required for plans, submissions, estimates and reports.
- Bring forth efficiencies to support consistent communication with the community and ensuring complete submissions from development teams (improve templates, standard documents and output)
- Improve contact relation to applications / development
- Ensure team resources are in place to continue to provide a consistently high quality service delivery

Priorities for 2021

- Lead the update of the Development Services Bylaw (2021 / 2022)
- Implement standard templates and “next steps” procedure for our community (2021)
- Update template for Storm Water Master Plans for both large scale and smaller developments (2021 / 2022)
- Continue to improve contact relation to applications / development (2021)
- Continue to optimize staffing resources on the team for continued delivery of consistent high-quality service in meeting the increasing demand (2021+)
- Work with the Approving Officer to bring forth a policy regarding development works and services relative to small in-fill subdivisions (2021+)
- Assist in the implementation of software for labour and benefit costing to better understand if additional resources are required

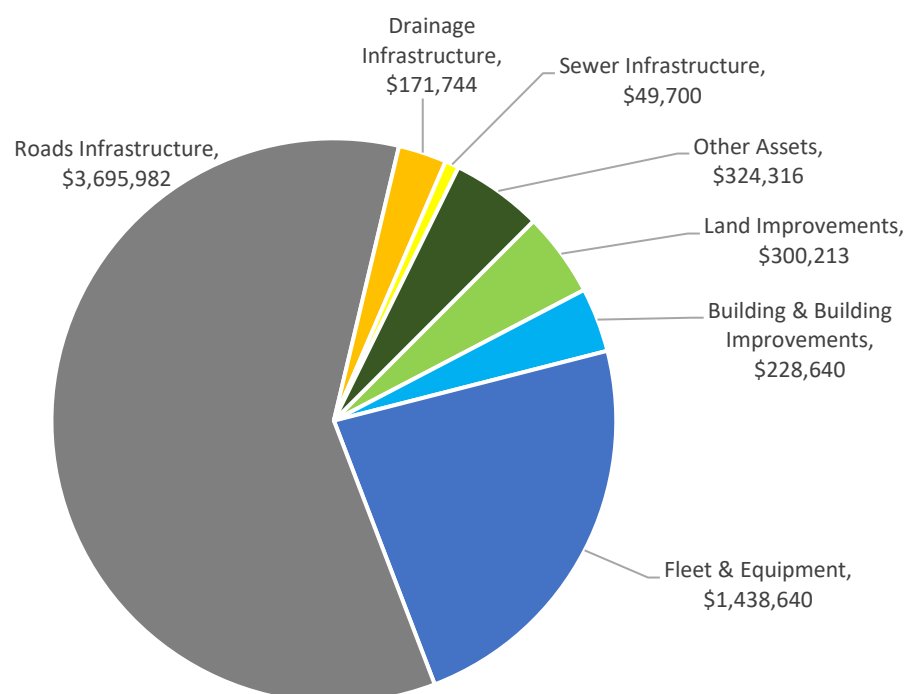
323

Complaints/Issues resolved

Hours allocated to drawing reviews and development driven tasks

1,567

New Capital Assets Acquired in 2020 = \$6,209,235



Statistical Trends: Engineering

Right of Way Permits Issued

2017	2018	2019	2020
263	233	248	248

Hours allocated to development

2017	2018	2019	2020
1,360	1,250	1,684	1,567

Complaints/Issues Resolved

2017	2018	2019	2020
100	125	214	323

Street Lights Upgraded to LED

2017	2018	2019	2020
0	42	32	0



Public Works

SERVICES

Maintain & repair
95 km of roads
9 bridges and
1300+ catchbasins

Council Expectations

- Customer service, education and consistent messaging to residents continue to drive the response to service requests.
- Calls for service are prioritized over scheduled work when the issue represents a potential safety hazard.
- Remediation of graffiti is a priority.
- City programs such as Branch Drop-off and Spring Cleanup are provided according to community demand.
- Interdepartmental partnerships are fostered to improve coordination of effective service and knowledge of Colwood infrastructure.

Public Works staff oversee a wide array of programs and services including Branch drop off, Spring Clean Up, and Snow and Ice Removal. They provide waste management with litter and garbage collection from receptacles throughout the City. Public works also supports community events such as Beach Food weekends and Holiday Light-Ups, which require of many hours of preparation and onsite management. In addition, they provide facility maintenance at City Hall; Public Works buildings, offices, yard and storage bay; St. John The Baptist Church and Emery Hall; Metchosin Gravel stockpile, Lookout Brook dam and two pump station buildings. They also maintain small equipment, vehicles, street signs, light poles, and manage adherence to the National Safety Code for commercial vehicles for all employees. In 2020, the Public Works team received 774 Request for Action from our community.

Accomplishments from 2020

- Increased Branch Drop Off Day service to meet increased resident demand during the COVID pandemic
- Provided a safe outdoor recreation space at the Colwood Waterfront during the COVID-19 pandemic, using the closure to perform road repairs and shouldering in addition to increased garbage collection and washroom cleaning
- Implemented a new Fleet Management Policy
- Successfully initiated a comprehensive service expectation dialogue among staff and Council

Priorities for 2021

- Continue to develop policies for Public Works services, including Sidewalks, Snow and Ice, Storm and Sanitary Sewer Maintenance
- Map out the future of the Public Works Yard and facilities and develop a long term plan for improvements
- Increase the diversity of training opportunities to support organizational and individual success
- Continue to explore opportunities for an enhanced branch drop-off program

**Received
21,888
vehicles at the
Branch Drop Off
program in 2020**

Statistical Trends: Public Works, Parks, Trails

Complaints/Issues Resolved

2017	2018	2019	2020
92	273	566	637

Branch Drop Off Vehicles served

2017	2018	2019	2020
15,189	15,800	16,047	21,888

Spring Clean Up Vehicles served

2017	2018	2019	2020
549	550	630	0

New Sewer Installations

2017	2018	2019	2020
5	5	12	14





Roads

Crosswalk upgrades on Latoria at Wishart

The Roads team inspects and maintains over 126 kilometers of paved road. Approximately 26% is arterial, 35% is collector and 39% local. Paving is done to repair pavement failures and potholes. They also manage large-scale paving works, long-line painting and street sweeping, including storm debris cleanup. Road shouldering is performed along arterial, collector and local roads as needed for safety and functionality. Where sidewalks are in place, inspection and maintenance is performed. In addition, staff are responsible for the road-repair of third-party utility installations and the construction of water controls and extruded curbs. Snow and ice removal affects all service areas of Public Works, road clearing often represents the majority of work during a winter event: streets are cleared by priority: bus routes, school zones and collectors first with all other roads visited in a timely manner as permitted by the severity of the weather.

Accomplishments from 2020

- Planned and coordinated 82 BC-One Calls to locate underground utilities prior to excavation to ensure safety and protect assets
- Implemented an 'in-house' Colwood line marking program
- Initiated a multi-year pavement remediation program of arterial roads
- Effective snow response in January 2020
- Continued cross-training of staff for operational flexibility

Priorities for 2021

- Continue asphalt remediation program
- Expand line marking and cat-eye program
- Formalize operational Sidewalk Policy
- Create a Snow and Ice Policy that establishes snow removal responsibilities
- Create a Cycle Lane Maintenance Policy
- Create a plan to provide safe winter pathways to schools
- Provide a report with options for curb painting and sandblasting
- Implement traffic calming pilot projects in various neighbourhoods throughout the community

Council Expectations

- Maintenance of roadways, cycling lanes and sidewalks (including snow removal) to ensure safety, accessibility and functionality for all residents.
- Road management that fosters a sense of pride for residents while maximizing the useful life of infrastructure.
- Proactive paving and asphalt maintenance.
- Encourage alternate modes of transportation by ensuring that sidewalks and cycle lanes receive an equal level of service as roads.
- Timely and responsive pothole repair to address areas of failure.
- Preventative and proactive snow and ice removal.



Parks & Trails

Meadow Park in Royal Bay

Parks

Colwood staff maintain and beautify over 52 parks and green spaces including destination playgrounds and neighborhood commons.

Services provided range from weekly playground maintenance and inspections to manicured lawn and garden care as well as washroom maintenance, irrigation and tree management. **Community Parks**

are provided high frequency maintenance, including playgrounds at Herm Williams Park and Colwood Creek Park as well as unique assets at St John's Church Historic Site, Pioneer Cemetery and the Colwood Waterfront. **Neighborhood Parks and Green Spaces** receive moderate maintenance frequency, such as Terrahue and Nellie Peace Parks.

Linear and Undeveloped Parks are typically provided lower frequency maintenance, including the seasonally maintained Sue Mar and Elizabeth Anne Parks.

Trails

Colwood staff maintain 42 trails providing over 10 kilometers of developed walkways throughout the City. These nature parks and neighborhood accesses feature many gravel paths as well as concrete and asphalt walkways. Stairs and bridges are a significant part of this trail network, with 400 + meters of stairs (both wooden and concrete) and 7 pedestrian bridges. The stewardship of the trees and natural areas lining these footpaths is a primary concern. Tree safety and the cleanup of windstorm debris are as important as trail surface maintenance in the service of these areas. Natural parks with trail amenities vary significantly in size, from large destination Parks such as Havenwood or Latoria Creek Park to local walkways like Afriston and Matilda Parks.

Accomplishments from 2020

- Improved irrigation standards of construction which will decrease water usage and improve plant health
- Developed and implemented an 'in-house' training program for key equipment, improving safety and efficiency
- Implemented and sustained high level of service to public washrooms during COVID; providing this service is essential to public safety

Priorities for 2021

- Create an Urban Forest Management Plan
- Create Action Plan to implement improvements outlined in the new Parks and Recreation Master Plan
- Implement a data tracking system to provide more detailed information about parks levels of service

Council Expectations

- A high standard of landscaping and safety is upheld at parks and playgrounds.
- Beautification of green spaces through plantings is a priority.
- Park improvements are undertaken to increase safety and accessibility for residents, including the provision of playgrounds for all user groups.
- Encourage public stewardship and engagement through partnerships with groups such as Green Teams Canada and the Friends of Havenwood Park.
- Native species are used for plantings wherever possible.



Wale Road

Boulevards

Council Expectations

- Boulevard amenities foster a sense of pride for residents.
- Colwood boulevards have a manicured appearance.
- Beautification is implemented wherever possible through annual plantings.

Colwood staff maintain over 7 kilometers of developed boulevards and islands that feature sidewalks, garden beds and manicured lawns. These are supported by irrigation systems and equipped with ornamental lighting. There are also 58 garden beds in cul-de-sacs throughout the City that require regular pruning and weeding. While the City maintains all the boulevard gardens, mowing is performed by City staff or property owners, depending on the location, in accordance with the Traffic and Highways Bylaw. Irrigation is a significant part of boulevard maintenance, especially given the complexity and size of the recent installations at Royal Bay. In addition Colwood has over 17 kilometers of undeveloped boulevard with grass or brush requiring seasonal mowing; typically, these boulevards are part of Colwood's critical drainage network.

Accomplishments from 2020

- Beautified the City with Summer and Winter annual plantings.
- Completed landscape improvements at Brookes School island
- Improved staff knowledge of irrigation systems
- Improved irrigation construction standards which will decrease water usage and improve plant health

Priorities for 2021

- Create an Urban Forest Management Plan related to boulevard trees
- Create a boulevard beautification plan in coordination with Communications staff to showcase Colwood
- Re-examine service to median garden beds on complex arterial routes to beautify while improving employee safety
- Create opportunities for community education and feedback with respect to boulevard plantings
- Determine boulevard and cul-de-sac island maintenance options including the provision of supplies to support property owners in volunteer maintenance where residents desire it



Storm Sewers

Colwood staff manage \$85.1 million worth of storm infrastructure including 6 kilometers of drainage culverts, 25 kilometers of ditches, 39 kilometers of storm drainage pipe and 1300 catch basins. Catch basins are inspected and flushed with a hydro-vac truck to ensure they are clear and functional. Work is also done to clear grass and brush to ensure unimpeded access to easements where manholes are located. Storm mains are flushed and assessed using a CCTV camera to gather data and ensure the health of the system. Open utility systems are maintained seasonally: ditches are mowed (but not beautified), culvert inlets and outlets are inspected and cleared, headwalls are repaired, and washed-out spillways are fixed as needed. During significant winter rains, City employees actively monitor drainage infrastructure to keep systems in working order.

Accomplishments from 2020

- Completed inspection and cleaning of all catch basins
- Located and repaired critical areas
- Implemented a drainage pond maintenance program to ensure these critical assets are accessible and monitored
- Installed 'magic-holes' as needed to better capture overland water in areas where former open watercourses have been filled

Priorities for 2021

- Create a stormwater maintenance operational policy
- Continue assessing and improving storm water infrastructure through an inlet and outlet inspection program
- Implement flush and camera program for system maintenance. Proactive management of hotspot areas

Council Expectations

- That storm systems be maintained to ensure safety and functionality for residents and maximus the useful life of the infrastructure.
- That critical open-drainage infrastructure be kept clear: inspected once per year with brush cutting only for function (limited aesthetic consideration).
- Critical 'hotspots' are monitored frequently during heavy rains.
- That staff provide prompt assistance to residents experiencing storm-water issues.
- That staff provide clarity to the public regarding the maintenance practices and requirements relating to open systems.



Sewer Utility

Wishart Road

Council Expectations

- Boulevard amenities foster a sense of pride for residents.
- Colwood boulevards have a manicured appearance.
- Beautification is implemented wherever possible through annual plantings.

The City's sewer utility is self-funding with all costs related to the maintenance, repair and replacement of the sewer system financed through the sewer user fee.

Approximately 30% of Colwood households are connected to sewer service. These property owners pay a sewer user fee on their property tax bill to help keep the almost 50 km of pipes and infrastructure, including 10 lift stations in safe working order. The City's system also services commercial properties including Royal Roads University, DND lands, two golf courses, schools, and West Shore Parks & Recreation facilities.

Colwood's Sewer Master Plan shows how sewers could be built throughout Colwood, but funding is not in place. As new developments are built there will be more opportunities for property owners to connect. Currently, the majority of the cost to construct and operate the region's Wastewater Treatment Plant is borne by all Colwood taxpayers.

Accomplishments from 2020

- Completed a comprehensive review of Colwood's SCADA and pump station technology to map the future of sanitary infrastructure.
- Installed 12 residential sanitary sewer connections, allowing more residents to benefit from sewer services.

Priorities for 2021

- Review present capacity requirements and future needs by investigating Inflow and Infiltration and flow monitoring
- Work with CRD with regard to regional initiatives
- Review the Sewer Master Plan and needs to determine the costs and assess the City's ability to extend sewer to specific areas of the City. This should be considered a long term project.



Recreation, Culture & Heritage

Recreation In addition to the City's beaches, parks, trails and natural areas where recreation opportunities are plentiful, Colwood is a joint owner of the West Shore Parks & Recreation Centre and Juan de Fuca Library. Facilities include a swimming pool, exercise facilities, ice rinks, a golf course, indoor and outdoor playing fields, tennis, volleyball and more. In addition, the nearby WildPlay Element Park offers ziplines and elevated obstacle courses. **In 2020 the City initiated its first Parks & Recreation Master Plan to identify gaps and opportunities and create policies to maximize parks & recreation offerings in Colwood.**

Heritage Colwood has long been recognized for its iconic heritage sites, including Hatley Castle, Fort Rodd Hill and Fisgard Lighthouse, Pendray House, St. John's Church, Pioneer Cemetery, and the Colwood Dairy and Cheese House, among others. **In 2020 Colwood's Heritage Commission was re-established to create a Heritage Strategy.**

Arts & Culture In 2020 events were limited due to COVID-19, however the City implemented extra safety precautions to offer weekly Beach Food events and bring people together in safe ways. Colwood is proud to work with local arts organizations like the Colwood Arts & Cultural Society, West Shore Arts Council and Coast Collective Arts Society on events and initiatives such as street banner projects, murals, markets and more. In recent years Colwood has also been recognized for its unique driftwood art displayed at the waterfront. **In 2020, the City continued to work with the Juan de Fuca Performing Arts Centre on concepts for an Arts Centre in Colwood..**

50+
Community events
coordinated

**Partnered with local
artists to produce and
install**

44
street banners
on light standards
throughout the City

Building & Bylaw Services

330 Goldstream Avenue - built to passive house standards by Greater Victoria Housing Society

Council Expectations

- Protect the health, safety, and prosperity of the community.
- Protect the environment from damage.
- Consistent application of regulations to enforce and uphold community standards using a user friendly approach.
- Protect and inspect quality and safety of construction.
- Industry leading turnaround time on permit processing.
- Upfront communication about the building process with residents and industry.
- Responsive bylaw enforcement services that works to seek voluntary compliance as the primary objective.

525
Bylaw issues
resolved in 2019

The Building Inspection Department serves the building construction sector, including homeowners, designers, contractors and professional consultants. Building inspectors protect people and property by ensuring that newly constructed and renovated buildings conform to safety codes and regulations, and by helping customers avoid costly and time consuming pitfalls by providing building permits and inspection services.

Bylaw Enforcement Officers protect the safety and quality of life of residents by ensuring residents and business understand and comply with the City's bylaws, and by being a watchful presence in our community. They receive and investigate complaints, monitor issues and work with individuals to encourage voluntary compliance through education and mediation. When enforcement is required, Bylaw Officers issue municipal tickets and fines and may seek legal recourse.

Accomplishments from 2020

- Kept business operations at pre-COVID 19 levels during the pandemic to maintain the economic prosperity of the City
- Average 5-day turnaround from receipt of application to issuance of building permit for standard buildings
- Worked with the School District, contractors and registered professionals to overcome challenges to complete the building permit for the expansion of Royal Bay Secondary in time for the start of the school year
- Work with property owners to address unsightly premises
- Work with recreation vehicle owners regarding overnighting on City streets

Priorities for 2021

- Review and update the Building Bylaw as necessary
- Initiate a digital permit application and plan review system
- Ensure departmental capability to meet the challenge of a significant amount of development anticipated for 2021
- Implement the Energy Step Code for Buildings
- Continue to improve how we use technology to streamline responses, communication, and record keeping
- Review Bylaw Services hours of coverage
- Implement a new bylaw Call for Service system through a city portal
- Follow through on Council direction for a Parking Demand Management system analysis
- Amend the Ticketing for Bylaw Offences Bylaw to update the fines and schedules to be current with the referenced bylaws

\$81,842,000
Building Permit
Construction Project
Value in 2020

Statistical Trends: Building & Bylaw Services

Building Permits Issued

2017	2018	2019	2020
524	445	493	425

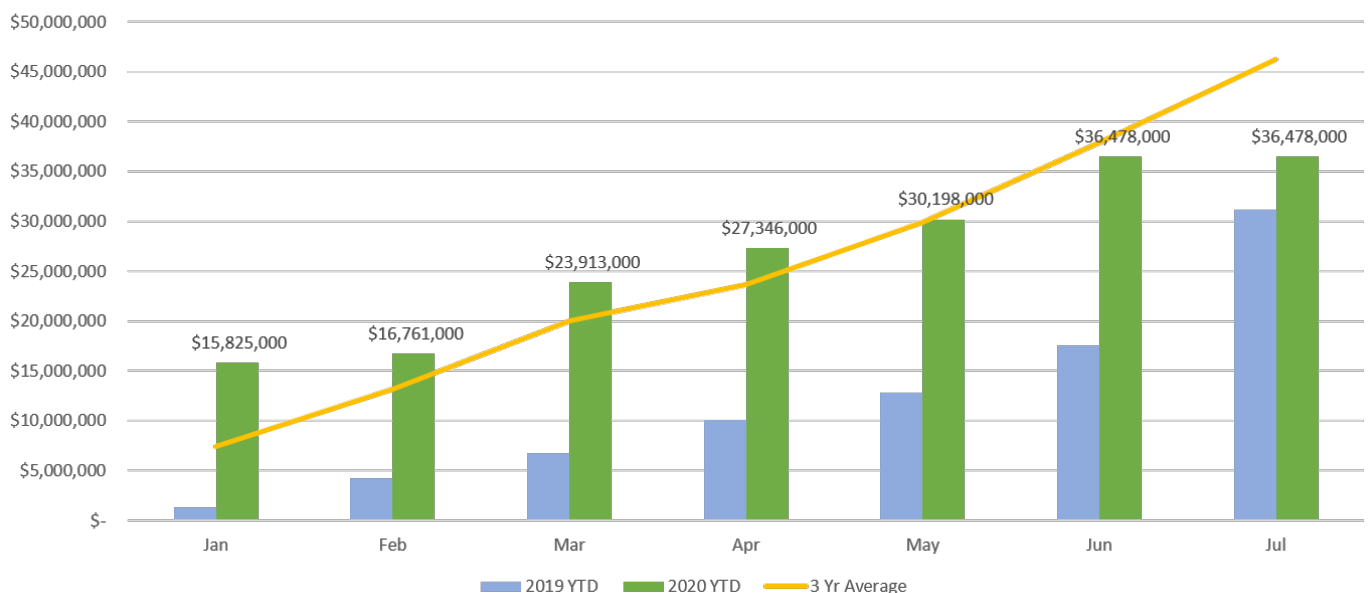
New Construction Tax Revenue

2017	2018	2019	2020
\$415K	\$339K	\$249K	\$425K

Bylaw Issues Resolved

2017	2018	2019	2020
640	492	525	587

2020 YTD Est. Residential Construction Value by Month in Colwood (with 2019 and 3 Year Avg data for comparison)





Fire Rescue

Colwood Fire Hall

Council Expectations

- Provide timely and effective emergency services to our community.
- Provide quality training to the members of the department.
- Engage with regional partners through automatic and mutual aid agreements.
- Work with dispatch provider to take advantage of technological changes due to next generation 911 services.
- Effective volunteer retention and service delivery models as our community grows.
- Educate and engage the community through fire prevention and safety initiatives.

The Colwood Fire Department is the West Shore's longest serving fire department and has been protecting Colwood residents since 1946. Colwood Fire consists of 32 volunteers, 8 career firefighters and 1.5 administrative professionals who provide valuable services to the community including emergency response to fire and medical emergencies, fire prevention and education, fire safety inspections, firefighter training, hazardous material response, as well as water and confined space rescue. The department provides a level of service consistent with the provincial Office of the Fire Commissioner full service fire department standard as well as National Fire Protection Agency standards.

Accomplishments from 2020

- Accepted delivery of replacement Fire Engine #51
- Continued to work on fire department strategic planning process
- Continued to work on Officer development program
- Completed installation of container training area behind the station
- Continued planning for future fire station in Royal Bay
- Replaced one of two vehicle exhaust rails in station for Health/Safety and Work Safe compliance
- Completed work with Westshore Fire Departments for increase resource availability for emergency response model and mutual aid (fire and emergency notification for cross coverage)
- Implemented new protective protocols for call response related to COVID-19
- Implemented new protective equipment for personnel protection at COVID-19 responses

668

**Calls attended by
Colwood Firefighters**

- Completed fire hall access improvements from Wishart Road
- Upgraded aging fire hall alarm room infrastructure
- Completed transition to new P25 700Mhz CREST radio network

Priorities for 2021

- Continue to work on fire department strategic planning process
- Plan to increase career firefighters from 3 to 4 firefighters per shift
- Continue to plan for future fire station in Royal Bay
- Replace one vehicle exhaust rail for safety and Work Safe compliance
- Continue to work with other departments to increase resource availability for emergency response model and mutual aid
- Continue to upgrade mobile data and mapping technology
- Complete training area lighting for safety and security
- Reconfigure fire hall board room to accommodate staffing large-scale weather events
- Continue multi year plan for (SCBA) replacement program
- Review Paid On-Call model
- Explore volunteer incentive options

**Firefighters
participated in
4,048
hours of training**

**28
Fire Investigations**



Colwood Fire Hall Open House

Statistical Trends: Fire Rescue

Number of Calls

2017	2018	2019	2020
670	660	760	668

Fire Investigations

2017	2018	2019	2020
22	21	14	28

Fire Inspection

2017	2018	2019	2020
690	659	614	336

Training Hours

2017	2018	2019	2020
6,450	6,282	5,976	4,048

Overdose Calls

2017	2018	2019	2020
4	10	12	9



Policing

Tour de Rock with West Shore RCMP at Ecole John Stubbs

4,573
Colwood
police files

Under the Police Act, municipalities with populations exceeding 5,000 must provide their own law enforcement. The City of Colwood contracts with the provincial government for policing services. The Provincial government has contracted with the Royal Canadian Mounted Police for provision of policing services. Municipalities are responsible for providing the police detachment building, prisoner cells, as well as civilian support staff.

The City of Colwood helps fund the Westshore detachment of the RCMP, located in Langford. This detachment serves View Royal, Langford, Metchosin, Highlands, Songhees First Nation and Esquimalt First Nation in addition to Colwood. The City of Colwood directly employs nine full time equivalent support staff for the detachment.

Accomplishments in 2020

The 2020-24 Financial Plan endorsed a police strength increase of two members between 2020 and 2022, and of 1.0 municipal support staff in 2020 and 0.5 municipal support staff in 2021.

Priorities for 2021

The West Shore Detachment is proposing an additional increase of a third member, in 2022. With this proposed increases reflected in the 2021-25 financial plan, the police strength has increased from 16.6 FTE in 2018 to 20.6 FTE in 2022 in order to meet the demands of community growth. This increase in resources will be funded through new construction taxation.



**Calls for service
per 1000 people:**

24%

**Langford 33%
View Royal 29%**

Statistical Trends: Policing

Number of Colwood Police Files

2018	2019	2020
3718	4423	4573

Files that resulted in charges

2018	2019	2020
221	279	279

Criminal Code Charges

2018	2019	2020
141	170	143

Proactive Street Checks

2018	2019	2020
106	67	61

Crime Reduction Unit Files

2018	2019	2020
41	46	33

General investigation Files

2018	2019	2020
17	10	33

Mental Health & Addiction Files

2018	2019	2020
203	230	256

Corporate Services

Colwood City Hall

Council Expectations

- Transparency of Government.
- The public is well informed of matters under consideration by Council and Committee.
- Fair and transparent access to information.
- Due diligence in Risk Management of the City through Contract and Agreement administration.
- Agendas and minutes are clear, accurate and accessible.
- Strategic communications and high quality marketing and promotions advance the City's goals.
- Meaningful engagement with citizens increases understanding, builds trust and leads to durable decisions.
- Engaging community events strengthen connections and showcase Colwood.

Corporate Services provides a broad set of services to City departments, Council and the community. The Chief Administrative Officer and Corporate Services team work closely with Council to oversee corporate services including customer service, records management, meeting management, information and privacy compliance, human resources, health and safety, legal and risk management, communications, community engagement, web and social media, archives and the election process. The department takes a strong leadership role in the corporation by leading labour relations and assisting Council with strategic planning.

Accomplishments from 2020

- Initiated new Electronic Records Management Program
- Enhanced Council audio-visual system for live meeting broadcasts
- Implemented new portal for easy access to meeting information
- Leveraged technology to streamline report production and approval
- Improved efficiency in managing bylaw readings at Council
- Explored improvements for the handling of correspondence
- Provide high level meeting management and legislative/procedural support to Council and Staff through the COVID-19 pandemic
- Further developed records management, policies and procedures
- Developed COVID19 protocols for reopening the church and hall
- Created informative and engaging pandemic info and signage
- Launched the Colwood is Calling campaign to raise the City's profile, attract new residents and businesses and build community pride

- Produced video shorts to reiterate Strategic Priorities, inform about new initiatives, educate about services and personalize the City
- Initiated quarterly Colwood feature spreads in local papers
- Hired communications engagement assistant
- Continue to design and implement placemaking and wayfinding – signs, banners, displays & public art (Award for park lighting display)

Priorities for 2021

- Implement in-house training program for records management
- Implement an ongoing policy review program
- Continue to improve internal handling of correspondence and FOI
- Update FIPPA training to raise awareness of legislated requirements
- Review and modernize the Council Procedure Bylaw
- Further develop a correspondence tracking procedure
- Review and inventory municipal cemeteries
- Organize and manage the 2022 Municipal election in-house
- Fully staff the Corporate Services department
- Integrate in person and virtual attendance at future meetings
- Complete the Household Prosperity Report and implement a survey to provide qualitative analysis of data
- Extend the Colwood is Calling campaign to include placemaking
- Develop a neighbourhood wayfinding program
- Increase community engagement in capital & development projects
- Further develop City event, volunteer and pageantry programs

14

**Freedom of
Information
Requests
processed**

**Inform + engage
nearly**

10,000

**followers on City
social media accounts**

Statistical Trends: Community Engagement

Freedom of Information Requests

2017	2018	2019	2020
14	16	12	14

Participants on Let's Talk Colwood

2017	2018	2019	2020
n/a	n/a	976	3884

Colwood.ca Web Page Views

2017	2018	2019	2020
373,115	385,000	420,275	475,000

Social Media Audience (tw,fb,ig)

2017	2018	2019	2020
7,041	8,214	9,121	9,727

Finance

Council Expectations

- Transparent and open service review and budget process.
- Clear communication with public about assessment, tax notices and taxation.
- Financial systems support decision making.
- Financial systems demonstrate Council's due diligence in financial oversight.
- High level of public reception and phone customer service.
- Personal response to phone calls during City Hall hours.

Households
6,867
Property tax collected
\$27.9M

The Finance department is responsible for the financial well-being of the City and providing advice and information to Council, staff, and the public. This department coordinates expenditures through the annual budget process, prepares financial statements and reports, administers property taxation, accounts payable, accounts receivable, payroll, insurance and risk management, and secures and manages debt. Cash flow is managed to ensure funds are available to fulfill the five-year financial plan. The department is entrusted with ensuring financial resources are available for long term infrastructure replacement. The department is also responsible for delivery of front counter service.

Accomplishments from 2020

- Initiated a comprehensive Service Plan Review process with Council
 - Established an inventory of City programs and services
 - Established service levels for each program and service
- Refined a service-oriented, comprehensive financial plan document
- Earned Canadian Award for Financial Reporting
- Implemented a Taxation Policy, including long-term class tax rate targets
- Implemented electronic Home Owner Grant only in 2020
- Applied for and successfully received grant program funding
- Benchmarked Payment in Lieu of Taxes with comparable municipalities
- Reviewed and updated the fleet replacement policy and capital plan
- Initiated a departmental service profile and capacity review
- Introduced streamlined and paperless processes to support remote

work requirements.

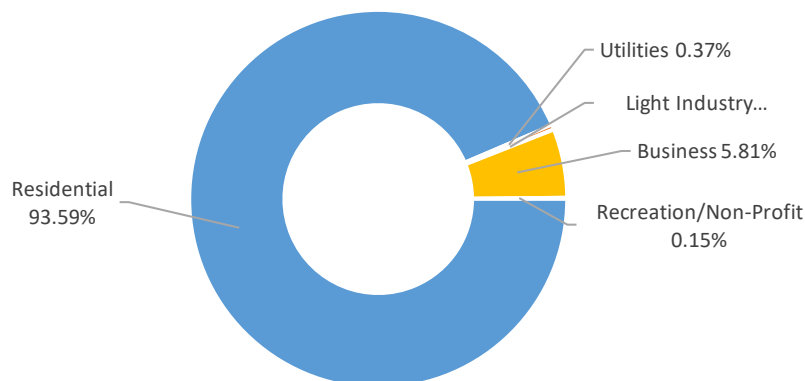
- Collaborated with HR to improve on-boarding and departure processes, and creation of supporting documentation.
- Supported the Province's HOG centralization working committee, for purposes of the 2021 HOG program change.
- Provided procurement support to the West Shore Parks and Recreation Society
- Created and implemented a standardized short-form RFP process

**increased the City's
reserve funding by
almost \$2M**

Priorities for 2021

- Create a capital budget process for full asset life cycle costing
- Connect the annual budget process to Council's service level expectations with greater transparency
- Improve internal financial reporting system
- Continue to improve budget process efficiency and process, including refinement of Service Plan review process
- Formalize and instill procurement guidelines with city wide training
- Develop a guideline and direction for the maintenance of Reserves
- Establish fee structure benchmarks
- Initiate a user fee review

Assessed Value by Tax Class



Where Colwood Property Tax Dollars Go

51% of the average Colwood residential property tax bill goes to agencies over which the city has no direct control:

- Provincial School Taxes - 26%
- Capital Regional District - 10%
- West Shore Parks & Rec - 5%
- Hospital District - 4%
- BC Transit - 3%
- Library - 3%
- BC Assessment & Municipal Finance Authority - 1%

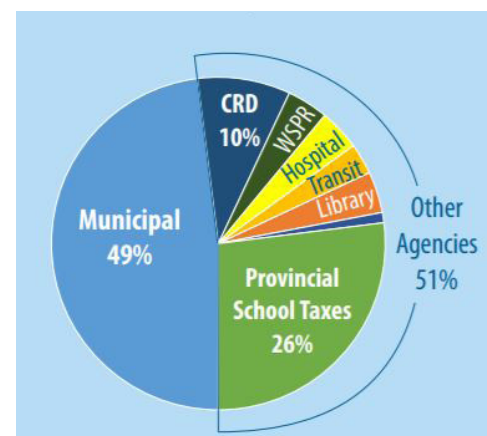
Statistical Trends: Financial Capacity

Property Tax Collected

2017	2018	2019	2020
\$24.6M	\$25.6M	\$26.4M	\$27.9M

Total Reserves

2017	2018	2019	2020
\$9.4M	\$12.6M	\$14.6M	\$16.5M





Information Technology

The Information Technology division manages a wide variety of computer and technology services, including planning and implementation of a significant inventory of hardware such as computer workstations, mobile computers, a networked phone system, network servers, and audiovisual equipment. IT also supports end users by updating software, implementing new software, training and troubleshooting, managing helpdesk requests and liaising with third party providers. IT works with Communications to support the City's website and other online services. The division also responsible for ensuring the City's data and network remain safe and secure.

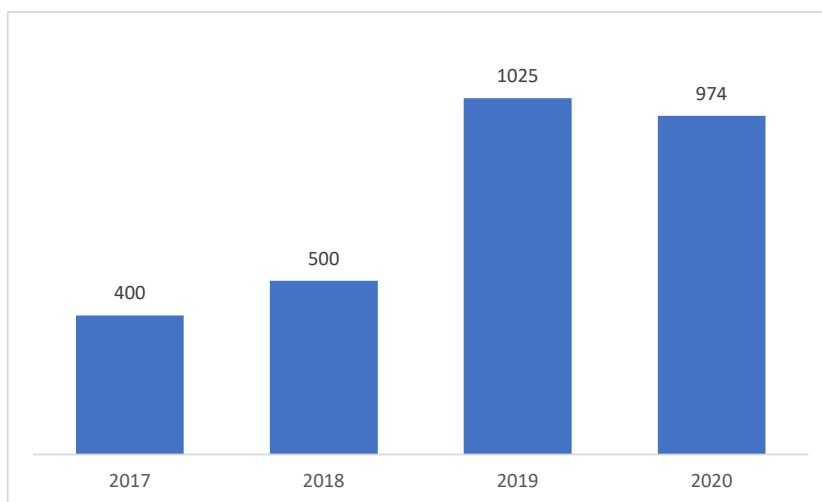
Accomplishments from 2020

- Implemented home office solutions in response to COVID, including VPN connection, home office supplies and conferencing solutions
- Created centralized data store with redundancies
- Implemented a secondary service provider for redundancy/failover
- Completed IT component of Business Process software RFP
- Reconfigured the Colwood network and server process
- Continued replacement of aging PC/hardware
- Initiated replacement of the City's unsupported phone system
- Acquired a new backup solution, both cloud based and onsite
- Replaced SCADA system for sewer monitoring, upgraded network to securely connect remote sites to centralized monitoring
- Upgraded the core financial system to the most recent version

Priorities for 2021

- Address core system limitations that impact service delivery
- Implement Municipal Business System for permits, taxation, call tracking and online services
- Support records management and finalize phone replacement
- Assess and implement measures to safeguard network security
- Complete an IT strategic plan
- Continue creation of a library for all applications in the network
- Create a safe and secure IT foundation then leverage technology and data to best serve programs, services, and governance

Reduced the number of help desk requests with proactive IT measures.



Statistical Trends: Information Technology

Helpdesk Requests

2017	2018	2019	2020
400	500	1025	974

Terabytes of IT Data

2017	2018	2019	2020
n/a	3.8 TB	4.2 TB	5.0TB

Network Uptime

2017	2018	2019	2020
n/a	n/a	97%	98%

MS Teams Meetings Hosted

2017	2018	2019	2020
n/a	n/a	n/a	1,580

A scenic view of a coastal neighborhood. In the foreground, there is a calm body of water. A dark, pebbly beach is visible, with several people standing near the water's edge. Behind the beach, a hillside is covered with numerous houses of various styles and colors, including white, yellow, and blue. The houses are interspersed with lush green trees. The sky is clear and blue.

Financial Reports

Award winning Financial Reporting

The Government Finance Officers Association of the United States and Canada (GFOA) award a Canadian Award to the City of Colwood for its Annual Report for the fiscal year ended December 31, 2019. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government organization must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting this Annual Report for the fiscal year ended December 31, 2020 to the GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**City of Colwood
British Columbia**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director



Consolidated Financial Statements of

CITY OF COLWOOD

Year Ended December 31, 2020

CITY OF COLWOOD
CONSOLIDATED FINANCIAL STATEMENTS
For the Year Ended December 31, 2020

Statement of Management's Responsibility

Independent Auditor's Report

Consolidated Statement of Financial Position 1

Consolidated Statement of Operations..... 2

Consolidated Statement of Change in Net Financial Assets..... 3

Consolidated Statement of Cash Flows 4

Notes to the Consolidated Financial Statements 5

STATEMENT OF MANAGEMENT'S RESPONSIBILITY

Management is responsible for the preparation and presentation of the accompanying consolidated financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian Public Sector Accounting Standards. This responsibility includes selecting appropriate accounting principles and methods, and decisions affecting the measurement of transactions in which objective judgement is required.

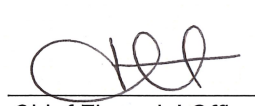
In discharging its responsibilities for the integrity and fairness of the consolidated financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of consolidated financial statements.

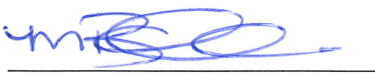
The Council of the City of Colwood met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

MNP LLP, as the City's appointed external auditors, have audited the consolidated financial statements. The Auditor's report is addressed to the Mayor and members of Council and appears on the following page. Their opinion is based upon an examination conducted in accordance with Canadian generally accepted auditing standards, performing such tests and other procedures as they consider necessary to obtain reasonable assurance that the consolidated financial statements are free of material misstatement and present fairly the financial position and results of the City in accordance with Canadian Public Sector Accounting Standards.

May 10, 2021



Chief Administrative Officer

Chief Financial Officer & Director of Finance

Manager of Finance

Independent Auditor's Report

To the Mayor and Council of the City of Colwood:

Opinion

We have audited the consolidated financial statements of the City of Colwood (the "City"), which comprise the consolidated statement of financial position as at December 31, 2020, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the City as at December 31, 2020, and the results of its consolidated operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information, consisting of the annual report, which is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the City to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the City to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Nanaimo, British Columbia

May 10, 2021

MNP LLP

Chartered Professional Accountants

City of Colwood
Consolidated Statement of Financial Position

Statement A

As at December 31, 2020

	2020	2019
	<i>(Restated - Note 3)</i>	
Financial Assets:		
Cash and cash equivalents (Note 4)	\$ 44,438,310	\$ 30,493,129
Temporary investments (Note 5)	5,034,282	-
Portfolio investments (Note 6)	5,200,188	14,310,804
Property taxes receivable	1,211,350	470,590
Accounts receivable (Note 7)	964,024	854,454
	<u>56,848,154</u>	<u>46,128,977</u>
Financial Liabilities:		
Accounts payable and accrued liabilities (Note 9)	8,315,168	3,909,678
Prepaid property taxes	674,747	685,314
Deferred revenue (Note 10)	11,066,146	10,341,095
Refundable deposits	4,016,915	4,030,611
Debt (Note 11)		
Equipment finance loans	1,159,561	1,330,385
Long-term	8,690,504	9,357,664
Employee future benefits (Note 12)	951,692	788,625
	<u>34,874,733</u>	<u>30,443,372</u>
Net Financial Assets	<u>21,973,421</u>	<u>15,685,605</u>
Commitments and contingencies (Note 18)		
Significant event (Note 19)		
Non-Financial Assets:		
Tangible capital assets (Note 13)	151,347,956	148,391,318
Inventory of supplies	811,493	816,227
Prepaid expenses	155,635	175,542
	<u>152,315,084</u>	<u>149,383,087</u>
Accumulated surplus (Note 14)	<u>\$ 174,288,505</u>	<u>\$ 165,068,692</u>

Approved on behalf of the City

Chief Administrative Officer

Chief Financial Officer &
 Director of Finance

Manager of Finance

The accompanying notes are an integral part of these consolidated financial statements.

City of Colwood

Consolidated Statement of Operations

Statement B

As at December 31, 2020

	Budget (Note 20)	2020	2019 (Restated - Note 3)
Revenue			
Taxation (Note 16)	\$ 18,016,700	\$ 18,176,671	\$ 17,579,130
User charges	3,525,278	3,486,293	4,133,728
Fines and penalties	84,300	139,805	131,933
Portfolio investment income	-	601,123	216,638
Other investment income	332,500	(70,302)	636,224
Unconditional government transfers (Note 17)	535,000	592,993	772,534
Conditional government transfers (Note 17)	4,572,600	5,290,463	1,626,136
Developer contributions	4,847,500	3,756,705	5,056,790
Other	37,179	44,301	239,570
	31,951,057	32,018,052	30,392,683
Expenses			
General government	\$ 4,230,800	\$ 3,727,248	\$ 4,028,238
Protective services	7,559,700	7,179,488	6,840,676
Engineering and transportation services	4,467,300	4,842,040	4,052,773
Solid waste management	278,700	313,452	260,051
Planning and development services	1,412,800	1,209,053	1,507,893
Parks, recreation and culture	4,867,057	4,401,562	4,821,599
Sewer services	1,386,000	1,284,824	1,105,912
	24,202,357	22,957,667	22,617,142
Annual surplus from City operations	7,748,700	9,060,385	7,775,541
Gain (loss) on change in proportionate share of West Shore Parks and Recreation Society	-	159,428	(156,856)
Annual surplus	7,748,700	9,219,813	7,618,685
Accumulated surplus, beginning of year	165,068,692	165,068,692	157,450,007
Accumulated surplus, end of year	\$ 172,817,392	\$ 174,288,505	\$ 165,068,692

The accompanying notes are an integral part of these consolidated financial statements.

City of Colwood
Consolidated Statement of Change in Net Financial Assets

Statement C

As at December 31, 2020

	Budget (Note 20)	2020 (Restated - Note 3)	2019
Annual surplus	\$ 7,748,700	\$ 9,219,813	\$ 7,618,685
Acquisition of tangible capital assets (purchased)	(11,598,633)	(3,759,453)	(1,648,202)
Acquisition of tangible capital assets (contributed)		(2,521,017)	(3,941,190)
Amortization of tangible capital assets	2,713,000	3,116,831	2,710,946
Loss (gain) on disposal of tangible capital assets	-	16,596	(71,374)
Proceeds on disposal of tangible capital assets	-	81,000	-
Loss on change in proportionate share of West Shore Parks and Recreation Society assets	-	109,405	303,045
	(1,136,933)	6,263,175	4,971,910
Consumption of inventory of supplies	-	4,734	7,157
Increase in prepaid expenses	-	19,907	(26,019)
	-	24,641	(18,862)
Change in net financial assets	(1,136,933)	6,287,816	4,953,048
Net financial assets, beginning of year	15,685,605	15,685,605	10,732,557
Net financial assets, end of year	\$ 14,548,672	\$ 21,973,421	\$ 15,685,605

The accompanying notes are an integral part of these consolidated financial statements.

City of Colwood

Consolidated Statement of Cash Flows

Statement D

As at December 31, 2020

	2020	2019
		(Restated - Note 3)
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 9,219,813	\$ 7,618,685
Items not involving cash:		
Amortization of tangible capital assets	3,116,831	2,710,946
Loss (Gain) on disposal of tangible capital assets	16,596	(71,374)
Actuarial adjustment on debt	(185,271)	(173,529)
Loss on change in proportionate share of West Shore Parks and Recreation Society assets	109,405	303,045
Developer contributed tangible capital assets	(2,521,017)	(3,941,190)
Change in non-cash operating assets and liabilities		
Property taxes receivables	(740,760)	(23,064)
Accounts receivable	(109,570)	407,890
Accounts payable and accrued liabilities	4,405,490	295,405
Prepaid property taxes	(10,567)	196,749
Deferred revenue	725,051	2,340,227
Refundable deposits	(13,696)	746,361
Employee future benefit liability	163,067	(9,732)
Inventory of supplies	4,734	7,157
Prepaid expenses	19,907	(26,019)
	14,200,013	10,381,557
Capital activities:		
Acquisition of tangible capital assets (purchased)	(3,759,453)	(1,648,202)
Proceeds on disposal of tangible capital assets	81,000	-
	(3,678,453)	(1,648,202)
Investing activities:		
Cash transferred (to) from investments	4,076,334	(1,098,556)
Financing activities:		
Equipment finance loan payments	(170,825)	(188,119)
Debt payments	(481,888)	(499,835)
	(652,713)	(687,954)
Increase in cash and cash equivalents	13,945,181	6,946,845
Cash and cash equivalents, beginning of year	30,493,129	23,546,284
Cash and cash equivalents, end of year	\$ 44,438,310	\$ 30,493,129
Supplemental cash flow information		
Cash paid for interest	\$ 371,873	\$ 472,891
Cash received from interest	\$ 975,503	\$ 848,128

The accompanying notes are an integral part of these consolidated financial statements.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

1. General

The City of Colwood (the "City") is a municipality in the Province of British Columbia incorporated on June 24, 1985 and operates under the provisions of the Local Government Act and the Community Charter of British Columbia. The City provides municipal services such as police, fire, public works, engineering, planning, parks, recreation, community development, conference facilities and other general government operations.

2. Significant Accounting Policies

The consolidated financial statements of the City are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada. Significant accounting policies are as follows:

Reporting entity

The financial statements reflect the assets, liabilities, revenues, and expenses of the reporting entity. The financial statements also include the proportionate consolidation of the City's share of the West Shore Parks and Recreation Society.

Basis of accounting

The City follows the accrual method of accounting for revenues and expenses. Revenues are normally recognized in the year in which they are earned and measurable. Expenses are recognized as they are incurred and measurable as a result of receipt of goods or services and/or the creation of a legal obligation to pay.

Government transfers

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Deferred revenue

Deferred revenue includes non-government grants, contributions and other amounts received from third parties pursuant to legislation, regulation and agreement which may only be used in certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services are performed, or the tangible capital assets are acquired. Development cost charges are amounts which are restricted by government legislation or agreement with external parties. When qualifying expenditures are incurred development cost charges are recognized as revenue in amounts which equal the associated expenses.

Investment income

Investment income is reported as revenue in the period earned. When required by the funding government or related Act, investment income earned on deferred revenue is added to the investment and forms part of the deferred revenue balance. Investment income is allocated to various reserves and operating funds on a proportionate basis.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

2. Significant Accounting Policies *(continued from previous page)*

Cash and cash equivalents

Cash and cash equivalents include short-term highly liquid investments that are cashable on demand or have a term to maturity of 90 days or less at acquisition. Cash equivalents also include investment in the Municipal Finance Authority ("MFA") of British Columbia Money Market Funds, which are recorded at cost plus earnings reinvested in the funds.

Temporary Investments

Temporary investments are short-term investments, with an original maturity date of one year or less. The carrying values of temporary investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accruing.

Portfolio Investments

Portfolio investments are long-term investments, with an original maturity date of more than a year. The carrying values of portfolio investments is based on the cost method whereby the cost of the investment is adjusted to reflect investment income, which is accrued. For fixed term securities, such as bonds, any discount or premium arising on purchase is amortized over the period to maturity. Provisions for declines in the market value of portfolio investments are recorded when they are considered to be other than temporary. Declines in the market values of investments are considered to be other than temporary when the carrying value exceeds market value for more than three years.

Long-term debt

Long-term debt is recorded net of principal repayments and actuarial adjustments.

Employee future benefits

The City and its employees make contributions to the Municipal Pension Plan. The City's contributions are expensed as incurred.

Sick leave and other benefits are also available to the City's employees. The costs of these benefits are determined based on length of service and best estimates of retirement ages and expected future salary and wage increases. The obligations under these benefit plans are accrued based on projected benefits as the employees render services necessary to earn the future benefits.

Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

2. Significant Accounting Policies *(continued from previous page)*

Non-financial assets *(continued from previous page)*

I. Tangible capital assets

Tangible capital assets are recorded at cost which includes amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost, less residual value, of the tangible capital assets, excluding land, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Useful life - years
Building and building improvements	25 - 70
Vehicles, machinery, and equipment	5 - 25
Sewer infrastructure	75 - 100
Drainage infrastructure	75 - 100
Parks and land improvements	15 - 40
Roads infrastructure	10 - 75

Amortization is charged annually, including in the year of acquisition and disposal. Assets under construction are not amortized until the asset is available for productive use.

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as revenue.

The City has capitalized interest costs associated with the construction of tangible capital assets, during the period of construction only.

Natural resources that have not been purchased are not recognized as assets in the financial statements.

Works of art and cultural and historic assets are not recorded as assets in these financial statements.

II. Inventory of supplies

Inventory of supplies held for consumption is recorded at the lower of cost and replacement cost, using the first in, first out method.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

2. Significant Accounting Policies *(continued from previous page)*

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, performing calculations of employee future benefits and estimating the useful lives of tangible capital assets. Liabilities for contaminated sites are estimated based on the best information available regarding potentially contaminated sites that the City is responsible for. Developer contributions of tangible capital assets are recorded at the City's best estimate of fair value on the date of contribution, calculated using engineering plans and standardized item cost estimates. Actual results could differ from these estimates.

Refundable deposits

Receipts restricted by third parties are deferred and reported as refundable deposits under certain circumstances. Refundable deposits are returned when the third party meets their obligations, or the deposits are recognized as revenue when qualifying expenditures are incurred.

Liability for contaminated sites

A liability for remediation of a contaminated site is recognized at the best estimate of the amount required to remediate the contaminated site when contamination exceeding an environmental standard exists, the City is either directly responsible or accepts responsibility, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount is determinable. The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available at December 31, 2020.

At each financial reporting date, the City reviews the carrying amount of the liability. Any revisions required to the amount previously recognized is accounted for in the period revisions are made. The City continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

3. Change in accounting policy

Prior to December 31, 2020, the City recognized Federal gas tax revenue from the Community Works fund as funds were used on eligible projects and reported the unused funds as deferred revenue.

However, the City has changed the basis of recognition of the revenue from the Federal gas tax fund and is recognizing the revenue as received and accounting for the unused funds in internally restricted surplus. The reason for this change is that the recognition of the revenue better reflects the financial position of the City. The change in accounting policy is applied retrospectively and affected the consolidated statement of financial position as at December 31, 2019 and the consolidated statement of operations of the City for the fiscal year.

	Previously stated 2019	Adjustment	Restated 2019
<u>Consolidated Statement of Financial Position</u>			
Deferred revenue	15,466,362	(5,125,267)	10,341,095
Accumulated surplus	159,943,425	5,125,267	165,068,692
<u>Consolidated Statement of Operations</u>			
Accumulated surplus, beginning of year	153,882,039	3,567,968	157,450,007
Conditional government transfers	157,335	1,468,801	1,626,136
Other investment income	547,726	88,498	636,224

4. Cash and cash equivalents

	2020	2019
Bank Deposits, operating account	\$ 26,091,166	\$ 12,815,106
Bank Deposits, high-interest savings account	8,345,851	8,233,340
MFA – Money Market Funds	4,429,725	4,392,519
Investment holding deposit	5,571,568	-
Guaranteed Investment Certificate	-	5,052,164
	\$ 44,438,310	\$ 30,493,129

5. Temporary Investments

	2020	2019
Guaranteed investment certificate	\$ 5,034,282	\$ -

Guaranteed investment certificate has a yield of 1.75%, maturing August 2021.

6. Portfolio Investments

	2020	2019
Term Deposit	\$ 5,200,188	\$ 10,261,028
Bonds	-	4,049,776
	\$ 5,200,188	\$ 14,310,804

The term deposits have interest rates of 2.75%, maturing July 2022.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

7. Accounts Receivable

	2020	2019
Trade accounts receivable	\$ 22,813	\$ 36,328
CRA receivable, GST	128,247	63,695
Other receivable, Government	539,554	232,878
Other receivable, Non-Government	158,745	368,213
West Shore Parks and Recreation Society	114,665	153,340
	\$ 964,024	\$ 854,454

8. MFA Deposits

The City secures its long-term borrowing through the Municipal Finance Authority. As a condition of these borrowings, a portion of the debenture proceeds are retained by the Authority as a debt reserve fund. As at December 31, 2020, the City had debt reserve funds of \$177,141 (2019 - \$173,570).

9. Accounts payable and accrued liabilities

	2020	2019
Trade accounts payable	\$ 1,883,939	\$ 924,974
Government accounts payable	5,731,659	2,351,695
Payroll payable		
Wages	246,606	183,906
Vacation	85,220	51,184
Overtime	68,304	66,507
Deductions	24,104	22,563
Other accruals	143,431	176,871
West Shore Parks and Recreation Society	131,905	131,978
	\$ 8,315,168	\$ 3,909,678

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

10. Deferred revenue

	2020	2019 (Restated – Note 3)
Development cost charges	\$ 7,731,706	\$ 6,851,810
Cash in lieu of frontage	1,150,658	1,116,509
Cash in lieu of parklands	544,336	527,351
Building permit fees	779,972	643,679
Other	162,678	904,473
West Shore Parks and Recreation Society	696,796	297,273
	\$ 11,066,146	\$ 10,341,095

Development cost charges (DCCs)

Opening balance of unspent DCCs	\$ 6,851,810	\$ 5,117,911
Add: DCCs received during the year	774,476	1,612,046
Less: Amount spent on projects and recorded as revenue	(125,728)	-
Add: Interest earned on unspent DCCs	231,148	121,853
	\$ 7,731,706	\$ 6,851,810

Development cost charges (DCCs) include the following

Road	6,843,327	6,027,179
Sewer	888,379	824,631
	\$ 7,731,706	\$ 6,851,810

There were no waivers and/or reductions in development cost charges during 2020 or 2019.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

11. Debt

Equipment Finance Loans

- a) The City has secured short-term equipment financing loans with the Municipal Finance Authority bearing variable interest rates at an average annual rate of 1.64% (2019 – 2.50%).
- b) Principal repayment on the equipment finance loans for the next five years are estimated as follows; the City will be refinancing the equipment finance loans in 2021.

Equipment Finance Loans	
2021	189,302
2022	204,462
2023	206,330
2024	208,203
2025	210,118
Total	\$ 1,018,415

- c) Total interest expense during the year was \$21,640 (2019 - \$35,616). Principal paid during the year was \$170,825 (2019 - \$188,119).

Long-Term Debt

The Capital Regional District (CRD) obtains long-term debt, on behalf of the City, through the Municipal Finance Authority (MFA), pursuant to security issuing bylaws under the authority of the Local Government Act, to finance certain capital expenditures.

The loan agreements with the CRD and the MFA provide that, if at any time the scheduled payments provided for in the agreements are not sufficient to meet the MFA's obligations in respect to such borrowings, the resulting deficiency becomes a liability of the City.

As a condition of the loan agreements, the City is obligated to provide security by way of demand notes and interest-bearing cash deposits (sinking fund balances) based on the amount of the debt. If the debt is repaid without default, the deposits are refunded to the City. The demand notes are held by the MFA and upon maturity of the debt, the demand notes are released. As of December 31, 2020, there are contingent demand notes of \$356,596 (2019 - \$356,596) that are not recorded in the City's consolidated financial statements.

- a) Gross amounts of long-term debt and the repayment and actuarial earnings to retire the long-term debt are as follows:

	Rate		Gross long-term debt issued		Repayment & actuarial earnings		Net Debt 2020		Net Debt 2019	Year of Maturity
Issue 105	4.90%	\$	3,396,000	\$	2,287,285	\$	1,108,715	\$	1,359,764	2024
Issue 105	4.90%		720,000		530,845		189,155		247,420	2023
Issue 105	4.90%		1,696,000		1,375,659		320,341		471,332	2022
Issue 121	2.90%		3,710,323		771,528		2,938,795		3,048,981	2038
Issue 137	2.60%		4,501,000		367,502		4,133,498		4,230,167	2046
Total		\$	14,023,323	\$	5,332,819	\$	8,690,504		9,357,664	

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

11. Debt (continued from previous page)

Long-Term Debt (continued from previous page)

Principal payments on long-term debt for the next five years are as follows:

Long-term Debt	
2021	481,888
2022	481,888
2023	379,884
2024	340,523
2025	170,922
Total	\$ 1,855,105

Scheduled long-term debt repayments may be suspended in the event of excess sinking fund earnings within the MFA. Principal paid during the year was \$481,888 (2019 - \$499,835). Total interest expense during the year was \$352,152 (2019 - \$437,275). Included in revenue is \$185,271 (2019 - \$173,529) of actuarial adjustments on the City's annual debt principal repayments invested by MFA. This annual investment income results in a reduction in the overall cost of borrowing.

12. Employee future benefits

The City provides sick leave, personal/emergency/family leave, and retirement benefits to its employees. Information about liabilities for the City's employee obligation related to these benefits is as follows:

	2020	2019
West Shore Parks and Recreation Society	\$ 70,116	\$ 84,164
City of Colwood	881,576	704,461
Total employee future benefits	\$ 951,692	\$ 788,625

	2020	2019
Accrued sick leave	\$ 434,000	\$ 390,000
Retirement benefits	366,200	314,461
Termination benefits	81,376	-
Total City of Colwood employee future benefits	\$ 881,576	\$ 704,461

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

12. Employee future benefits (continued from previous page)

	2020	2019
Accrued benefit obligation		
Balance, beginning of year	\$ 755,200	\$ 671,100
Service cost	76,200	70,000
Interest cost	21,700	23,700
Benefits payments	(22,300)	(37,200)
Actuarial loss (gain)	(90,300)	27,600
Balance, end of year	740,500	755,200
Unamortized net actuarial gain (loss)	59,700	(31,700)
Add: Severance package payable to employees	115,688	41,215
Less: Severance package paid to employees	(34,312)	(41,215)
Less: Retirement benefit paid to employees	-	(19,039)
Total City of Colwood employee future benefits	\$ 881,576	\$ 704,461

The accrued benefit obligation and the benefit costs for the year were estimated by an independent actuarial firm based on an actuarial valuation performed as of December 31, 2020. Key estimates were used in the valuation including the following:

	2020	2019
Discount rates	2.10%	2.70%
Expected future inflation rates	2.50%	2.50%
Expected wage and salary increases	2.58% to 4.63 %	2.58% to 4.50%

Municipal Pension Plan

The City of Colwood and its employees contribute to the Municipal Pension Plan (a jointly trustee pension plan). The board of trustees, representing plan members and employers, is responsible for administering the plan, including investment of assets and administration of benefits. The plan is a multi-employer defined benefit pension plan. Basic pension benefits are based on a formula. As at December 31, 2019, the plan has about 213,000 active members and approximately 106,000 retired members. Active members include approximately 41,000 contributors from local governments.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and adequacy of plan funding. The actuary determines an appropriate combined employer and member contribution rate to fund the plan. The actuary's calculated contribution rate is based on the entry-age normal cost method, which produces the long-term rate of member and employer contributions sufficient to provide benefits for average future entrants to the plan. This rate may be adjusted for the amortization of any actuarial funding surplus and will be adjusted for the amortization of any unfunded actuarial liability.

The most recent valuation for the Municipal Pension Plan as at December 31, 2018, indicated a \$2.866 billion funding surplus for basic pension benefits on a going concern basis.

The City of Colwood paid \$729,239 (2019 - \$687,951) for employer contributions while employees contributed \$621,182 (2019 - \$588,313) to the plan in fiscal 2020.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

12. Employee future benefits *(continued from previous page)*

Municipal Pension Plan *(continued from previous page)*

The next valuation will be as at December 31, 2021, with results available in 2022.

Employers participating in the plan record their pension expense as the amount of employer contributions made during the fiscal year (defined contribution pension plan accounting). This is because the plan records accrued liabilities and accrued assets for the plan in aggregate, resulting in no consistent and reliable basis for allocating the obligation, assets and cost to individual employers participating in the plan.

GVLRA - CUPE Long-Term Disability Trust

The GVLRA – CUPE Long-Term Disability Trust was established January 1, 1987 as a result of negotiations between the Greater Victoria Labour Relationship Association (GVLRA) representing a number of employers, including the City, and the Canadian Union of Public Employees (CUPE) representing a number of CUPE locals, including CUPE Local 374. The Trust's sole purpose is to provide a long-term disability income benefit plan. The City and its employees each contribute equal amounts into the Trust. The total plan provision for approved and unreported claims was actuarially determined as of December 31, 2017. As of December 31, 2019, the total plan provision for approved and unreported claims was \$19,081,300 with a net surplus of \$4,244,806. The City paid \$50,228 (2019 - \$45,975) for employer contributions and City employees paid \$50,228 (2019 - \$45,975) to the plan in fiscal 2020.

City of Colwood
Notes to the Consolidated Financial Statements
For the year ended December 31, 2020

13. Tangible capital assets

2020	Work in Progress	Land	Building and Building Improvements	Vehicles, Machinery and Equipment	Sewer Infrastructure	Drainage Infrastructure	Park and Land Improvement	Road Infrastructure	West Shore Parks and Recreation Society	Total 2020	Total 2019
Cost											
Balance, beginning of year	951,096	59,196,571	6,722,657	10,891,988	19,945,100	16,167,030	6,577,720	73,653,112	14,628,345	208,733,618	203,561,513
Additions	747,135	-	228,640	1,438,640	49,700	171,744	300,213	3,695,982	324,316	6,956,370	5,589,392
Disposals	(675,900)	-	-	(137,783)	-	-	-	-	-	(813,683)	-
Adjustment	-	-	-	-	-	-	-	-	-	-	-
Change in West Shore Share	-	-	-	-	-	-	-	-	(230,710)	(230,710)	(417,287)
Balance, end of year	1,022,331	59,196,571	6,951,297	12,192,845	19,994,800	16,338,774	6,877,933	77,349,094	14,721,951	214,645,595	208,733,618
Accumulated Amortization											
Balance, beginning of year	-	-	(3,392,628)	(5,324,685)	(3,155,405)	(3,451,732)	(1,504,757)	(39,073,135)	(4,439,958)	(60,342,300)	(57,816,970)
Disposals	-	-	-	40,188	-	-	-	-	-	40,188	-
Amortization expense	-	-	(161,046)	(562,979)	(212,126)	(155,945)	(156,556)	(1,582,409)	(285,770)	(3,116,831)	(2,710,946)
Change in West Shore Share	-	-	-	-	-	-	-	-	121,304	121,304	185,616
Balance, end of year	-	-	(3,553,674)	(5,847,476)	(3,367,531)	(3,607,677)	(1,661,313)	(40,655,544)	(4,604,424)	(63,297,639)	(60,342,300)
Net book value, end of the year	1,022,331	59,196,571	3,397,623	6,345,369	16,627,269	12,731,097	5,216,620	36,693,550	10,117,527	151,347,956	148,391,318
Net book value, beginning of the year	951,096	59,196,571	3,330,029	5,567,303	16,789,695	12,715,298	5,072,963	34,579,977	10,188,386	148,391,318	145,744,543

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

13. Tangible capital assets *(continued from previous page)*

- a) Work in progress:
Work in progress having a value of \$1,022,331 (2019 - \$951,096) have not been amortized. Amortization of these assets will commence when the asset is put into service.
- b) Contributed tangible capital assets:
Contributed assets having a value of \$2,521,017 (2019 - \$3,941,190) were acquired from developers as part of subdivision installations, including parks and park improvements, roads, sidewalks, bike lanes, street lighting, drainage, and sewer infrastructure. These contributed assets were recognized at an estimate of the fair value of the cost of the materials and installation.
- c) Works of art and historical treasures:
The City manages and controls various works of art and non-operational historical cultural assets including buildings, artifacts, paintings, and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are not amortized.
- d) Write-down of tangible capital assets and assets recognized at nominal value:
No write-down of tangible capital assets occurred during the year (2019 - \$0). No tangible capital assets are recognized at nominal value.
- e) Gain/loss on disposal of tangible capital assets:
During the year, the City recognized a \$16,596 loss (2019 – \$71,374 gain) on disposal of tangible capital assets. This amount is included in Other revenue on the Consolidated Statement of Operations.
- f) West Shore Parks and Recreation Society:
The City's proportionate share of West Shore Parks and Recreation Society assets includes land, building and equipment which are subject to amortization policies consistent with those of the City.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

14. Accumulated surplus

Accumulated surplus consists of individual fund surplus and reserve funds as follows:

	2020	2019 (Restated – Note 3)
Operating surplus		
General Operating Fund accumulated surplus	\$ 6,244,132	\$ 6,219,109
Sewer Operating surplus	547,921	513,420
Internal Financing (Central Sewer LAS) – to be recovered	(105,398)	(115,950)
Total Operating surplus	\$ 6,686,655	\$ 6,616,579
Internally restricted, for specific purpose		
COVID-19 Safe Restart Grant (Note 15)	\$ 3,013,616	\$ -
Federal gas tax (Note 15)	5,556,844	5,125,267
Total internally restricted, for specific purpose	\$ 8,570,460	\$ 5,125,267
Reserve funds set aside for specific purposes by Council		
Future Operating Expenditures	\$ 1,820,499	\$ 2,012,496
Capital Projects	2,748,068	2,536,177
Sewer Capital Projects	1,276,398	1,098,973
General Fleet Replacement	974,970	756,234
Fire Fleet Replacement	978,885	1,195,524
Sewer Fleet Replacement	185,077	125,947
Equipment Replacement	127,385	94,917
Community Amenities	3,591,305	2,727,197
Affordable Housing	670,039	308,529
RCMP Surplus	996,953	965,843
Police Building	413,727	418,368
New Firehall	223,873	216,887
St. John's Heritage Church	124,161	108,812
Infrastructure Deficit	2,114,034	1,857,547
Public Art	23,181	22,458
Parks	50,460	29,580
Climate Action	63,602	56,136
West Shore Parks and Recreation Society	214,849	113,289
Total Reserve Funds	\$ 16,597,466	\$ 14,644,914
Invested in tangible capital assets (General Capital and Sewer Capital)	142,593,683	138,824,685
West Shore Parks and Recreation Society Operating Deficit	(159,759)	(142,753)
	\$ 174,288,505	\$ 165,068,692

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

15. Internally restricted surplus

	2020	2019 (Restated – Note 3)
Federal gas tax funds		
Opening balance of unspent fund	\$ 5,125,267	\$ 3,567,968
Add: funding received during the year	765,091	1,530,980
Add: retroactive adjustment to funds spent on projects in prior year(s)	-	40,102
Less: amount spent on projects	(504,701)	(102,281)
Add: interest earned on unspent funds	171,187	88,498
	\$ 5,556,844	\$ 5,125,267
COVID-19 Safe Restart Grant		
Opening balance of unspent fund	\$ -	\$ -
Add: funding received during the year	3,476,000	-
Less: amount used to offset revenue shortfalls	(292,700)	-
Less: amount used on enhanced connectivity expenses	(56,392)	-
Less: amounts used on economic recovery initiatives	(54,083)	-
Less: amounts used of facility operating/capital costs	(59,209)	-
	\$ 3,013,616	\$ -

16. Taxation

Taxation revenue, reported on the Consolidated Statement of Operations, is made up of the following:

	Budget	2020	2019
General taxation	\$ 15,147,000	\$ 15,215,586	\$ 14,710,774
Payments in place of taxes	2,322,000	2,408,640	2,328,887
Parcel taxes	345,600	356,751	342,017
1% utility taxes	202,100	195,694	197,452
Collections on behalf of other governments			
Provincial Government – School Authorities	-	7,206,328	7,892,566
Capital Regional District	-	3,010,234	2,694,992
Capital Regional Hospital District	-	1,052,523	1,085,037
BC Transit Authority	-	1,220,886	1,093,078
BC Assessment Authority	-	234,528	209,298
Municipal Finance Authority	-	1,074	1,035
	\$ 18,016,700	\$ 30,902,244	\$ 30,555,136
Transfers to other governments			
Provincial Government – School Authorities	-	(7,206,328)	(7,892,566)
Capital Regional District	-	(3,010,234)	(2,694,992)
Capital Regional Hospital District	-	(1,052,523)	(1,085,037)
BC Transit Authority	-	(1,220,886)	(1,093,078)
BC Assessment Authority	-	(234,528)	(209,298)
Municipal Finance Authority	-	(1,074)	(1,035)
	-	(12,725,573)	(12,976,006)
	\$ 18,016,700	\$ 18,176,671	\$ 17,579,130

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

17. Government transfers

The City recognizes the transfer of government funding as revenue in the period received and when all related eligibility criteria and stipulations have been satisfied. The government transfers reported on the Consolidated Statement of Operations are:

	Budget	2020	2019 (Restated – Note 3)
Conditional government transfers:			
Federal:			
Gas Tax	\$ 3,730,000	\$ 936,278	\$ 1,530,980
Infrastructure Grants	760,000	(8,515)	-
Provincial:			
Miscellaneous grants	-	4,281,104	13,560
Climate Action	7,500	6,458	6,458
Other:			
Q Arena Debt Subsidy	75,100	75,138	75,138
Total Conditional Government Transfers	\$ 4,572,600	\$ 5,290,463	\$ 1,626,136
Unconditional government transfers:			
Provincial:			
Small Communities	194,600	215,016	219,723
Traffic Fines Revenue Sharing	156,100	158,008	123,646
Casino revenue sharing	184,300	64,500	338,162
Other	-	492	10,246
West Shore Parks & Recreation	-	154,977	80,757
Total Unconditional Government Transfers	\$ 535,000	\$ 592,993	\$ 772,534

Gas Tax funding is provided by the Federal government. The use of funding is established by a funding agreement between the City and the Union of British Columbia Municipalities (UBCM). These funds may be used towards designated infrastructure projects that help communities build and revitalize public infrastructure supporting economic growth and a clean environment.

The Small Communities grant is unconditional funding to assist municipalities with populations up to approximately 19,000 residents.

Traffic Fine Revenue Sharing is an unconditional grant provided to assist municipalities in ensuring community safety and addressing community specific strategic priorities. The program returns 100% of net revenues from traffic violations to municipalities that are directly responsible for paying for policing.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

18. Commitments and contingencies:

a) Contingent liabilities:

The Capital Regional District (the "CRD") debt, under provisions of the Local Government Act, is a direct, joint, and several liability of the CRD and each member municipality within the CRD, including the City of Colwood.

The City is a shareholder and member of the Capital Region Emergency Service Telecommunications Incorporated (CREST) who provides centralized emergency communications, and related public safety information services to municipalities, regional districts, the provincial and federal governments and their agencies, and emergency service obligations to share in funding ongoing operations any additional costs relating to capital assets are to be contributed pursuant to a Members' Agreement.

The City may be subject to potential repayment or non-collection of property taxes received or receivable pending resolution of property assessments appealed by taxpayers. The outcome of the appeals is not reasonably estimable and repayments or non-collections, if any, will be recorded in the period that they occur.

b) Litigation liability:

The City has been named a defendant in various lawsuits. The City records an accrual in respect of legal claims that are likely to be successful and for which a liability amount is reasonably determinable. Remaining claims, should they be successful as a result of litigation, will be recorded when a liability is likely and determinable.

c) Commitments:

The City entered into a long-term contract with the Royal Canadian Mounted Police for the provision of police services effective April 1, 1992. Under the terms of this contract, the City is responsible for 90% of policing costs. The 2021 estimated cost of this contract is \$3,465,400 (2020 estimate - \$3,114,600).

19. Significant event

During the year, there was a global outbreak of COVID-19 (coronavirus), which has had a significant impact on businesses through the restrictions put in place by the Canadian, provincial and municipal governments regarding travel, business operations and isolation/quarantine orders. At this time, it is unknown the extent of the impact the COVID-19 outbreak may have on the City of Colwood as this will depend on future developments that are highly uncertain and that cannot be predicted with confidence. These uncertainties arise from the inability to predict the ultimate geographic spread of the disease, and the duration of the outbreak, including the duration of travel restrictions, business closures or disruptions, and quarantine/isolation measures that are currently, or may be put, in place by Canada and other countries to fight the virus.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

20. Budget

The budget data presented in these consolidated financial statements includes both operating and capital budgets. The City of Colwood budget was approved by Council on May 11, 2020 with the adoption of the Five-Year Financial Plan (2020-2024) Bylaw No 1818, 2020. The chart below reconciles the approved budget per the Financial Plan to the budget reported in these consolidated financial statements.

	2020 Budget
Consolidated Budgeted Surplus, per City of Colwood Financial Plan Bylaw No.1818	\$ -
Add	
Capital Projects, General Capital Fund	11,144,000
Capital Projects, Sewer Capital Fund	95,000
Capital Projects, West Shore Parks and Recreation Society	359,633
Debt repayments	638,800
Transfers to reserves	2,602,700
Less	
Proceeds of borrowing	(28,300)
Transfers from reserves	(3,240,700)
Transfers from surplus	(823,900)
Amortization	(2,713,000)
West Shore Parks and Recreation Society – transfer from surplus	(48,782)
West Shore Parks and Recreation Society – transfers from reserves	(236,751)
Consolidated Budgeted Surplus, per City of Colwood Statement of Operations	\$ 7,748,700

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

21. West Shore Parks and Recreation Society

a) Capital asset transfer:

The CRD transferred the lands and facilities comprising the Juan de Fuca Recreation Centre to the following municipal members (the "Municipalities") effective January 2, 2002. City of Langford, City of Colwood, District of Highlands, District of Metchosin and the CRD (on behalf of a portion of the Juan de Fuca electoral Area). Effective January 1, 2007, the Town of View Royal became a member of the Society. Effective January 1, 2018, the CRD (on behalf of a portion of the Juan de Fuca electoral Area) removed their membership from the Society.

In 2002, the lands and facilities were transferred to the Municipalities in their proportionate share, as specified in the Co-Owners' Agreement. The lands and facilities were reallocated amongst the members in January 1, 2007, when the Town of View Royal became a member. Future improvements are allocated among the members as per the cost sharing formula in effect each year for each service or facility, as outlined in a Members' Agreement.

The cost sharing formula in the Members' Agreement may produce different cost shares for the members from year-to-year resulting in a gain or loss on the opening fund balances.

The Municipalities have each become members in the Society, which was incorporated to provide parks, recreation, and community services to the Municipalities under contract. Under terms of an Operating, Maintenance and Management Agreement, the Society is responsible to equip, maintain, manage, and operate the facilities located at the recreation centre.

b) Consolidation:

Financial results and budget for the Society are consolidated into the City's financial statements proportionately, based on the cost sharing formula outlined in the Members' Agreement. In 2020, the City's proportion for consolidation purposes was 21.34% (2019 – 21.73%).

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

21. West Shore Parks and Recreation Society (continued from previous page)

Condensed financial information for the Society as follows, prior to consolidation:

	2020	2019
Financial assets	\$ 4,767,787	\$ 3,480,294
Financial liabilities	4,211,496	2,362,813
Net financial assets	556,291	1,117,481
Non-financial assets	1,042,698	1,308,209
Accumulated surplus	1,598,989	2,425,690
Invested in tangible capital assets	987,218	1,041,200
Reserve funds	1,098,559	1,921,597
Unfunded members' tangible capital assets	(486,788)	(537,107)
Accumulated surplus	1,598,989	2,425,690
Revenues	4,439,706	7,330,284
Requisition from members	5,071,039	4,947,539
Total revenues	9,510,745	12,277,823
Expenses	10,337,446	12,285,291
Annual deficit	\$ (826,701)	\$ (7,468)

22. Comparative figures

Certain comparative figures have been restated to conform with the current year's presentation.

23. Segmented information

The City is a diversified municipal organization that provides a wide range of services to its citizens which is disclosed in the segmented information. The services provided by the City are as follows:

General Government

The General Government operations provide the functions of Corporate Administration, Finance, Information Technology, Human Resources, Legislative Services, and any other functions categorized as non-departmental.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

23. Segmented information *(continued from previous page)*

Protective Services

Protective Services is comprised of different functions, including Police Protection, Fire Protection, Emergency Preparedness and Regulatory services. The Royal Canadian Mounted Police (RCMP) provides policing services to the City. The RCMP ensures the safety of the lives and property of Colwood citizens through the enforcement of criminal laws and the laws of British Columbia, the maintenance of law and order, and the prevention of crime. The Fire Department is responsible for providing critical, life-saving services in preventing or minimizing the loss of life and property from fire and natural or man-made emergencies. The Emergency Preparedness program ensures that the City is both prepared and able to respond to, and recover from, the effects of a disaster or major catastrophic event. The mandate of the Regulatory Service is to promote, facilitate and enforce general compliance with the provisions of the bylaws that pertain to the health, safety, and welfare of the community.

Engineering and Transportation Services

Engineering and Transportation Services is responsible for a wide variety of transportation functions such as parking, engineering operations and streets. As well as providing services around infrastructure, traffic control, transportation planning, review of land development impacts on transportation, traffic management, and pedestrian and cycling issues, on-street parking regulations, including street signs, and painting as well as traffic signal timing.

Solid Waste Management

The Solid Waste Management Services provides various community environmental services, including the branch drop-off program and the Spring Clean-Up program.

Planning and Development Services

Planning and Development Services co-ordinates and leads efforts to enhance the City's neighbourhoods, foster arts and culture and work to create a vibrant and dynamic City. Development services provide a full range of planning services related to zoning, development permits, variance permits and current regulatory issues.

Recreation, Parks and Culture

Recreation services facilitates the provision of recreation and wellness programs and services throughout the City. Parks is responsible for the maintenance, planning and development of all park facilities such as natural ecosystems, sport and entertainment venues and playgrounds for recreational and cultural enjoyment in a safe environment. Parks is also responsible for preserving and enhancing green spaces on public lands.

Sewer Services

The sewer utility protects the environment and human health from the impact of liquid waste generated as a result of human occupation and development in the City.

Certain allocation methodologies have been employed in the preparation of the segmented financial information. The General Fund reports on municipal services that are funded primarily by taxation such as property taxes and other tax revenues. Taxation and payments-in-lieu of taxes are apportioned to the General Fund services based on budgeted taxation revenue as presented in the 2020 - 2024 Financial Plan Bylaw No 1818, 2020.

The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements. The following schedule provides additional financial information for the foregoing segments.

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

23. Segmented information (continued from previous page)

General Fund							Sewer Fund	
2020	General Government	Protective Services	Solid Waste Management	Planning and Development Services	Engineering, Public Works and Transportation	Parks, Recreation and Culture	Sewer Services	Total 2020
Revenue								
Taxation	\$ 3,064,630	\$ 5,903,144	\$ 257,728	\$ 994,111	\$ 3,981,239	\$ 3,619,067	\$ 356,752	18,176,671
User fees	259,236	856,476	-	434,469	222,635	727,742	985,735	3,486,293
Government transfers	5,728,479	-	-	-	-	154,977	-	5,883,456
Fines and penalties	133,200	6,605	-	-	-	-	-	139,805
Investment income	589,318	-	-	-	-	-	(58,497)	530,821
Developer contributions	-	-	-	1,109,960	2,539,945	57,100	49,700	3,756,705
Other	1,220	48	59	-	(16,596)	59,570	-	44,301
Total revenue	9,776,083	6,766,273	257,787	2,538,540	6,727,223	4,618,456	1,333,690	32,018,052
Expenses								
Salaries, wages and benefits	2,441,608	2,920,368	132,662	802,200	2,079,059	608,851	190,377	9,175,125
Materials, goods and supplies	336,855	124,572	30,251	350	233,755	99,865	103,138	928,786
Property service costs	150,851	392,943	150,539	1,713	435,140	158,779	350,226	1,640,191
Professional service costs	422,671	3,229,264	-	125,504	48,963	1,057,009	26,834	4,910,245
Financing costs	43,002	37,077	-	-	35,870	76,410	191,694	384,053
Other costs	168,498	169,185	-	550	633	1,961,191	-	2,300,057
Amortization	136,762	297,960	-	-	1,965,392	429,458	287,259	3,116,831
Special projects	27,001	8,119	-	278,736	43,228	9,999	135,296	502,379
Total expenses	3,727,248	7,179,488	313,452	1,209,053	4,842,040	4,401,562	1,284,824	22,957,667
Annual surplus (deficit)								
	\$ 6,048,835	\$ (413,215)	\$ (55,665)	\$ 1,329,487	\$ 1,885,183	\$ 216,894	\$ 48,866	9,060,385

City of Colwood

Notes to the Consolidated Financial Statements

For the year ended December 31, 2020

23. Segmented information (continued from previous page)

General Fund							Sewer Fund	
2019	General Government	Protective Services	Solid Waste Management	Planning and Development Services	Engineering, Public Works and Transportation	Parks, Recreation and Culture	Sewer Services	Total 2019 Restated - Note 3
Revenue								
Taxation	\$ 3,227,858	\$ 5,481,486	\$ 208,381	\$ 1,208,286	\$ 3,247,518	\$ 3,863,584	\$ 342,017	\$ 17,579,130
User fees	119,622	1,206,064	15,765	367,178	332,844	1,370,447	721,808	4,133,728
Government transfers	2,317,913	-	-	-	-	80,757	-	2,398,670
Fines and penalties	123,160	8,773	-	-	-	-	-	131,933
Investment income	822,287	-	-	-	-	-	30,575	852,862
Developer contributions	-	-	-	1,093,000	3,843,190	120,600	-	5,056,790
Other	15,937	63	1,612	-	71,374	150,584	-	239,570
Total revenue	6,626,777	6,696,386	225,758	2,668,464	7,494,926	5,585,972	1,094,400	30,392,683
Expenses								
Salaries, wages and benefits	2,257,273	2,617,134	126,171	862,962	1,842,956	607,713	204,307	8,518,516
Materials, goods and supplies	273,650	150,805	14,088	1,386	155,673	58,844	85,328	739,774
Property service costs	157,836	293,614	119,105	1,366	371,221	130,395	306,242	1,379,779
Professional service costs	500,825	3,183,902	687	134,364	33,765	1,530,379	43,234	5,427,156
Financing costs	525,658	61,198	-	-	68,088	121,407	193,614	969,965
Other costs	148,887	183,235	-	3,441	717	1,951,003	-	2,287,283
Amortization	128,647	350,788	-	-	1,536,466	421,858	273,187	2,710,946
Special projects	35,462	-	-	504,374	43,887	-	-	583,723
Total expenses	4,028,238	6,840,676	260,051	1,507,893	4,052,773	4,821,599	1,105,912	22,617,142
Annual surplus (deficit)								
	\$ 2,598,539	\$ (144,290)	\$ (34,293)	\$ 1,160,571	\$ 3,442,153	\$ 764,373	\$ (11,512)	\$ 7,775,541



2020

STATEMENT OF FINANCIAL INFORMATION

City of Colwood

Statement of Financial Information

FISCAL YEAR ENDED DECEMBER 31, 2020
FINANCIAL INFORMATION ACT

CITY OF COLWOOD | www.colwood.ca

City Hall: 3300 Wishart Road, Colwood, BC V9C 1R1

Tel: 250-478-5999

City of Colwood
2020 Statement of Financial Information
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Section 1

Statement of Financial Information Approval

Approved by Council for the City of Colwood at the regular meeting of June 28, 2021.

The undersigned, as authorized by the Financial Information Regulation, Schedule 1, subsection 9(2), approves all the statements and schedules included in this Statement of Financial Information, produced under the *Financial Information Act*.

Jenn Hepting, CPA, CMA
Chief Financial Officer & Director of Finance

Rob Martin
Mayor

Marlie Boven, CPA, CMA
Manager of Finance

Section 2

Management Report

The Financial Statements contained in this Statement of Financial Information under the *Financial Information Act* have been prepared by management in accordance with Canadian generally accepted accounting principles as prescribed by the Public Sector Accounting Board (“PSAB”) of the Canadian Institute of Chartered Accountants. The integrity and objectivity of these statements are management’s responsibility. Management is also responsible for all statements and schedules and for ensuring that this information is consistent, where appropriate, with the information contained in the audited financial statements.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

Mayor and Council are responsible for ensuring that management fulfils its responsibilities for financial reporting and internal controls. Mayor and Council meet with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.

The external auditors, MNP LLP, conduct an independent examination, in accordance with generally accepted auditing standards, and express their opinion on the financial statements. Their examination includes a review and evaluation of the City’s system of internal controls and appropriate tests and procedures to provide reasonable assurance that the financial statements are presented fairly. Their examination does not relate to the other schedules and statements required by the Financial Information Act.

On behalf of the City of Colwood,

Jennifer Hepting, CPA, CA
Chief Financial Officer & Director of Finance

Marlie Boven, CPA, CMA
Manager of Finance

Section 3

Financial Statements For the year ended December 31, 2020

The 2020 consolidated financial statements were approved by Council on May 10, 2021 and are available on the City's website or upon request. This information has not been included in this report.

Section 4

Schedule of Debts **For the year ended December 31, 2020**

Long Term Debt

Information on the long-term debt of the City of Colwood is shown in Note 11 of the 2020 consolidated financial statements.

Debt covered by sinking funds or reserves

As shown in Note 11 of the 2020 consolidated financial statements, long term debt outstanding of \$8,690,504 has been borrowed through the Municipal Finance Authority. The debentures are issued on a sinking fund basis.

Section 5

Schedule of Guarantee and Indemnity Agreements For the year ended December 31, 2020

The City of Colwood has not given any guarantees or indemnities under the Guarantees and Indemnities regulation.

Section 6

Schedule of Council Remuneration and Expenses For the year ended December 31, 2020

ELECTED OFFICIAL	POSITION	REMUNERATION AND ALLOWANCE FOR INCIDENTAL EXPENSES	EXPENSES INCURRED FOR MEETINGS, COURSES AND CONVENTIONS
BAXTER, MICHAEL	COUNCILLOR	\$ 16,178	\$ 93
DAY, CYNTHIA	COUNCILLOR	\$ 16,178	\$ 443
JANTZEN, DEAN	COUNCILLOR	\$ 16,178	\$ 2,120
KOBAYASHI, DOUG	COUNCILLOR	\$ 16,178	\$ 93
LOGAN, GORDIE	COUNCILLOR	\$ 16,178	\$ 1,069
MARTIN, ROBERT	MAYOR	\$ 32,356	\$ 967
PARKINSON, STEWART	COUNCILLOR	\$ 16,178	\$ 443
TOTAL		\$ 129,426	\$ 5,227

Section 7

Schedule of Employee Remuneration and Expenses

For the year ended December 31, 2020

EMPLOYEE NAME	POSITION	REMUNERATION*			Expenses**
		Gross Earnings	Taxable Benefits	TOTAL	
ABRAHAMSON SCOTT	CAPTAIN FIREFIGHTER	127,773	905	128,678	-
ANGELIUS, BOB	ROADS & UTILITIES FOREMAN	99,409	592	100,001	342
AUGER, TREVOR	MANAGER OF ENGINEERING	119,163	1,097	120,261	-
BEAUVILLIER, GORDON	PARKS FOREMAN	83,465	536	84,001	793
BOURHILL, IAIN	DIRECTOR OF LONG RANGE PLANNING & SUSTAINABILITY	134,673	1,816	136,489	-
BOYLE, ROBERT	MANAGER OF PUBLIC WORKS	121,080	1,097	122,177	-
BRYANT, LINDA	OH&S ADVISOR	76,158	369	76,527	-
BRYSON, DANIEL	CHARGEHAND	79,689	463	80,153	-
CARLSEN, DENNIS	DEVELOPMENT SERVICES PLANNER	88,449	583	89,032	564
CASSIDY, JOHN	FIRE CHIEF	152,301	1,097	153,399	2,841
CHOW, GREG	ASSISTANT FIRE CHIEF	126,013	1,097	127,110	1,782
CLARK, KERRI	PLANNER	92,857	623	93,480	689
CLARK, SHIREEN	UNION LEAVE	92,814	575	93,390	-
COLLINSON, JILL	SENIOR PLANNER	94,362	604	94,967	-
DEAN, STACY	RCMP WATCH CLERK	77,239	480	77,720	-
EARL, ROBERT	CHIEF ADMINISTRATIVE OFFICER	184,767	1,097	185,864	1,313
EDEN, DEANNA	INTERMEDIATE ENGINEERING TECHNOLOGIST	78,705	495	79,200	-
ERWIN, BRYAN	CAPTAIN FIREFIGHTER	124,624	905	125,529	300
GRANT, BYRON	BUILDING OFFICIAL III	93,550	604	94,154	-
GREEN, TANYA	RCMP WATCH CLERK	76,153	441	76,594	-
HALL-JARDINE, KERRY	SR. ACCOUNTANT & FCS SUPERVISOR	94,357	567	94,923	1,196
HEPTING, JENN	DIRECTOR OF FINANCE	128,360	1,097	129,457	1,650
JOHNSON, ANDREA	MANAGER OF HUMAN RESOURCES	104,103	916	105,020	-
KNUTSON, AARON	INTERMEDIATE ENGINEERING TECHNOLOGIST	82,603	548	83,151	-
LALANDE, MARCY	ADMINISTRATIVE ASSISTANT IV	75,454	465	75,919	-
LOCKHART, HELEN	ENGINEERING TECHNICAL SUPERVISOR	96,653	604	97,257	2,418
MANI, VIRGINIA	RCMP WATCH CLERK	74,766	480	75,246	-
MARTIN, LINDA	RCMP WATCH CLERK	79,730	464	80,194	-
MASON, RACHEL	INFORMATION TECHNOLOGY TECHNICIAN	75,207	495	75,702	-
MOLNAR, BRENT	DIRECTOR OF ENGINEERING & DEVELOPMENT SERVICES	155,433	1,097	156,531	-
NYHUS,, JAMES	MANAGER OF BUILDING INSPECTIONS & BYLAW SERVICES	106,163	996	107,159	680
PETTIGREW, JOSH	FIREFIGHTER MECHANIC	111,647	783	112,430	815
PIKULA, FLORIAN	BUILDING OFFICIAL III	77,971	-	77,971	-
RUSSELL, JOHN	PUBLIC WORKS SERVICE COORDINATOR	80,853	463	81,317	650
RUSSELL, SANDRA	COMMUNICATIONS MANAGER	100,584	604	101,188	313
SCHWAB, RHONDA	INTERMEDIATE ENGINEERING TECHNOLOGIST	75,609	479	76,088	-
SKILLINGS, MIKE	FLEET SUPERVISER/MECHANIC	112,324	605	112,929	1,030
SMITH, KYLE	FIREFIGHTER INSPECTOR	107,728	822	108,550	-
THOMAS, ALAN	CHIEF FINANCIAL OFFICER	83,376	759	84,134	1,149
TWIDALE, CRAIG	FIREFIGHTER LIEUTENANT	115,870	862	116,732	859
WHITTAKER, ADAM	FIREFIGHTER	92,280	693	92,973	-
WILLIAMS, SELINA	DIRECTOR OF CORPORATE SERVICES	112,662	916	113,579	375
TOTAL \$75,000 OR MORE				4,297,174	19,759
TOTAL UNDER \$75,000				2,997,373	53,598
GRAND TOTAL				7,294,546	73,356

* Remuneration (a) includes any form of salary, wages, bonuses, gratuities, taxable benefits, payment into trust or any form of income deferral paid by the corporation to the employee or on behalf of the employee during the fiscal year being reported upon, whether or not such remuneration is reported under the Income Tax Act (Canada) and (b) does not include anything payable under a severance agreement. Non-taxable amounts such as the Employer's contributions to Municipal Pension are not included in employee remuneration.

** Expenses are defined as travel expenses, memberships, tuition, relocation, vehicle expenses, extraordinary hiring expenses, registration fees and similar amounts paid directly to an employee or to a third party on behalf of the employee, which has not been included in 'remuneration.'

Reconciliation: The total amounts paid to employees (Section 7), to suppliers (Section 9) and to grant and contribution recipients (Section 10) per the SOFI varies from the total expenses per the 2020 consolidated statement of operations (Section 3) for a number of reasons. The SOFI includes supplier payments for capital expenditures, and capital expenditures are not reflected on the consolidated statement of operations. The SOFI reflects activity of the City of Colwood only, where the consolidated financial statements include the activity of both the City of Colwood and West Shore Parks and Recreation Society. Further, the SOFI is prepared on a cash basis, where the consolidated financial statements are prepared on an accrual basis.

Section 8

Schedule of Severance Agreements For the year ended December 31, 2020

There was one severance agreement under which payment commenced between the City of Colwood and its non-unionized employees during the fiscal year ended December 31, 2020.

This agreement represents 8 months of compensation.*

*Compensation includes salary and benefits (health and pension).

Prepared under the Financial Information Regulation, Schedule 1, subsection 6 (7).

Section 9

Schedule of Payments to Suppliers of Goods and Services For the year ended December 31, 2020

SUPPLIER NAME	2020 Amount Paid
AARDVARK PAVEMENT MARKING SERVICES	43,224
ANSAN TRAFFIC CONTROL	40,539
AON REED	180,088
ARGUS EXCAVATING	29,582
ASSOCIATED FIRE	61,117
BC HYDRO & POWER AUTHORITY	289,743
BC LIFE	38,663
BLACK PRESS GROUP LTD	27,161
BUSKIE, RACHEL	43,215
CADENCE SOLUTIONS	95,051
CAPITAL CITY PAVING	374,026
CAPITAL REGIONAL DISTRICT WATER	169,054
CAPITAL REGIONAL DISTRICT ANIMAL CONTROL	48,850
CDW CANADA CORP	76,627
CENTRAL SQUARE	27,163
CITY OF LANGFORD	397,780
CITY OF SURREY (FIRE DISPATCH)	63,209
CO-OPERATORS	45,694
CREST (EMERGENCY SERVICES)	72,154
DAVE MCDONALD ELECTRIC	48,149
DILIGENT CANADA INC	42,455
DL'S BINS LTD	131,703
E.H. EMERY ELECTRIC LTD	132,205
FALCON EQUIPMENT LTD	70,672
GREATER VICTORIA LABOUR RELATIONS ASSOCIATION	108,637
GREATER VICTORIA PUBLIC LIBRARY	946,275
GREEN FOR LIFE ENVIRONMENTAL	43,429
GREGG DISTRIBUTORS CO LTD	60,406
HUB FIRE ENGINES & EQUIP. LTD	629,146
INSURANCE CORPORATION OF BC	30,620
ISLAND ASPHALT COMPANY	211,059
ISLAND PRO RENOVATIONS	178,681

Section 9

Schedule of Payments to Suppliers of Goods and Services continued

For the year ended December 31, 2020

SUPPLIER NAME	2020 Amount Paid
LANARC 2015 CONSULTANTS	79,832
MCELHANNEY CONSULTING SERVICES LTD	477,255
MNP LLP	31,231
MPE ENGINEERING	46,755
MINISTER OF FINANCE (EMPLOYER HEALTH TAX)	35,000
MUNICIPAL FINANCE AUTHORITY (FINANCING COSTS)	352,152
MUNICIPAL PENSION PLAN	729,239
NEEDERMAN CANADA	47,399
ON POINT PROJECT ENGINEERS	40,953
OPENTEXT INC	34,252
OV PROJECTS 2020	210,682
PACIFIC BLUE CROSS	261,479
PACIFIC CENTRE FAMILY SERVICES ASSOCIATION	79,272
PARKLAND REFINING (BC) LTD	117,355
PEACE OF MIND TECHNOLOGIES	25,515
PRAIRIE COAST EQUIPMENT	25,541
RAYLEC POWER LTD	88,951
RECEIVER GENERAL FOR CANADA (RCMP CONTRACT)	2,750,371
RECEIVER GENERAL FOR CANADA (CPP, EI PREMIUMS)	346,855
RICOH CANADA INC.	32,575
SCOTTISH LINE PAINTING LTD	26,883
SECURE LINKS	29,962
SOFTCHOICE LP	123,666
SOUTH ISLAND PROSPERITY PROJECT	31,318
TIMES COLONIST	32,990
TRAFFIC COAST INT	58,721
URBAN SYSTEMS	59,149
WEST SHORE PARKS & RECREATION SOCIETY	1,082,239
WETHERELL CONSULTING	34,262
WINDLEY CONTRACTING	480,120
WORKSAFE BC	98,396
YOUNG ANDERSON	138,034
TOTAL PAYMENTS TO SUPPLIERS - AGGREGATE PAYMENTS EXCEEDING \$25,000	12,764,780
TOTAL PAYMENTS TO SUPPLIERS - AGGREGATE PAYMENTS \$25,000 OR LESS	1,656,872
GRAND TOTAL PAYMENTS TO SUPPLIERS	14,421,652

Reconciliation: The total amounts paid to employees (Section 7), to suppliers (Section 9) and to grant and contribution recipients (Section 10) per the SOFI varies from the total expenses per the 2020 consolidated statement of operations (Section 3) for a number of reasons. The SOFI includes supplier payments for capital expenditures, and capital expenditures are not reflected on the consolidated statement of operations. The SOFI reflects activity of the City of Colwood only, where the consolidated financial statements include the activity of both the City of Colwood and West Shore Parks and Recreation Society. Further, the SOFI is prepared on a cash basis, where the consolidated financial statements are prepared on an accrual basis

Section 10

Schedule of Grants and Contributions

For the year ended December 31, 2020

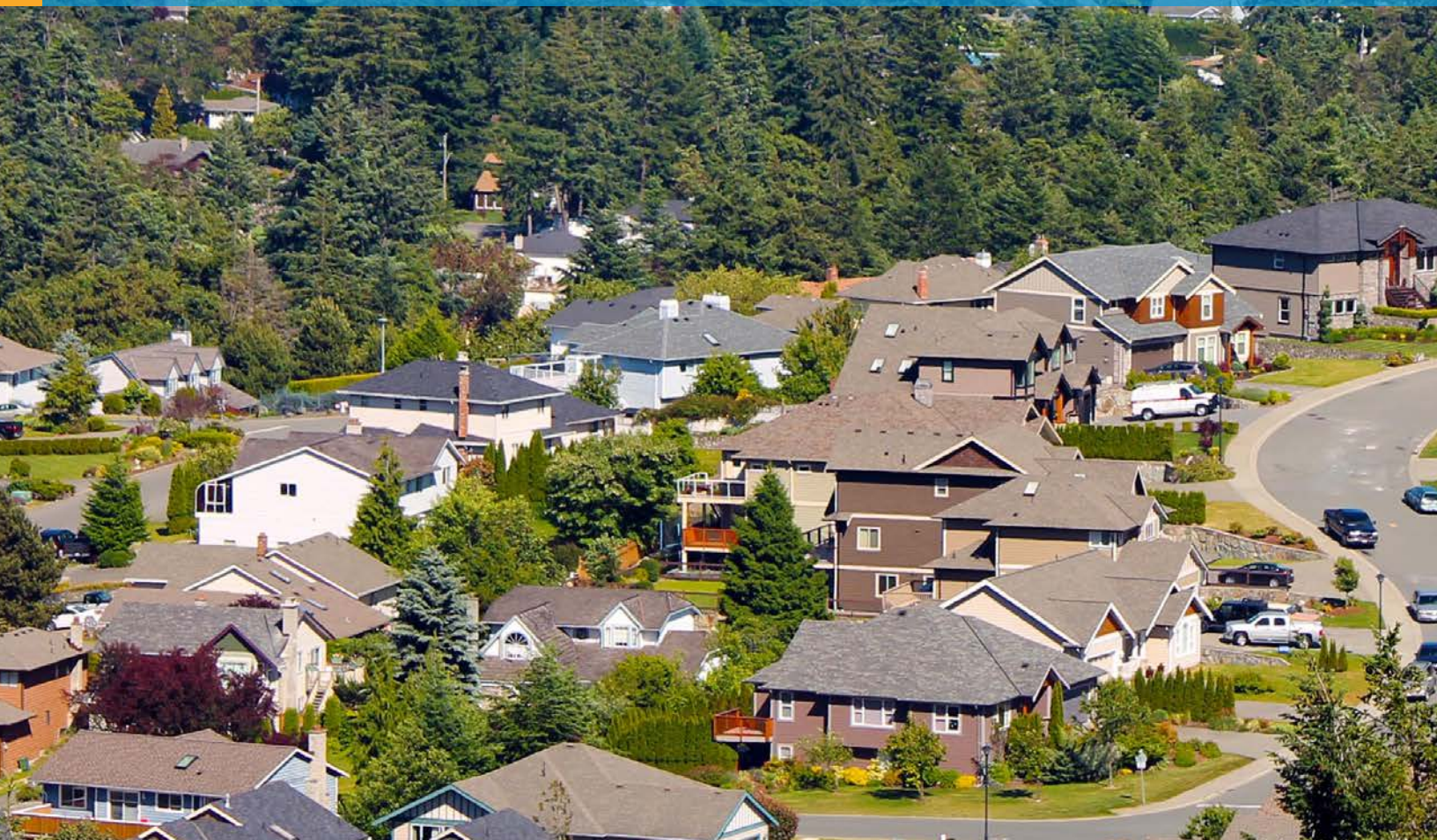
GRANT RECIPIENT	AMOUNT
Big Brothers Big Sisters of Victoria Capital Region	\$ 3,040
Colwood Volunteer FireFighter Association	45,444
Crisis Intervention and Public Information Society of Greater Victoria	1,170
Colwood Church	2,890
Friends of Havenwood Park	390
Greater Victoria Bike to Work Society	1,500
Greater Victoria Volunteer Society (Volunteer Victoria)	1,000
Habitat Acquisition Trust	2,500
Intermunicipal Advisory Committee on Disability Issues (IACDI)	1,300
Juan de Fuca Performing Arts Society	1,430
M'akola Housing Society	2,430
Open Gate Church	1,740
Qchat Support Association	1,340
Royal Canadian Legion (Prince Edward #91)	5,000
Sarah Beckett Memorial Run	2,500
School District #62 (Royal Bay Secondary School Grad)	1,000
Society for the Arts on the South Island	1,710
Stigma-Free Society	1,410
West Shore Arts Council	5,500
Youth for Christ Victoria	1,290
GRAND TOTAL	\$ 84,584

NOTE: the detailed breakdown of grants is provided for information only. The Financial Information Regulation only requires grants exceeding \$25,000 to be reported.

Reconciliation: The total amounts paid to employees (Section 7), to suppliers (Section 9) and to grant and contribution recipients (Section 10) per the SOFI varies from the total expenses per the 2020 consolidated statement of operations (Section 3) for a number of reasons. The SOFI includes supplier payments for capital expenditures, and capital expenditures are not reflected on the consolidated statement of operations. The SOFI reflects activity of the City of Colwood only, where the consolidated financial statements include the activity of both the City of Colwood and West Shore Parks and Recreation Society. Further, the SOFI is prepared on a cash basis, where the consolidated financial statements are prepared on an accrual basis.



Statistical Reports



Statistical Reports

The following pages contain various statistical information related to the City of Colwood, including the 2020 Permissive Tax Exemptions in accordance with the Community Charter section 98 requirements.



Statistical Information

CITY OF COLWOOD

Year Ended December 31, 2020

General Statistics 2016 - 2020

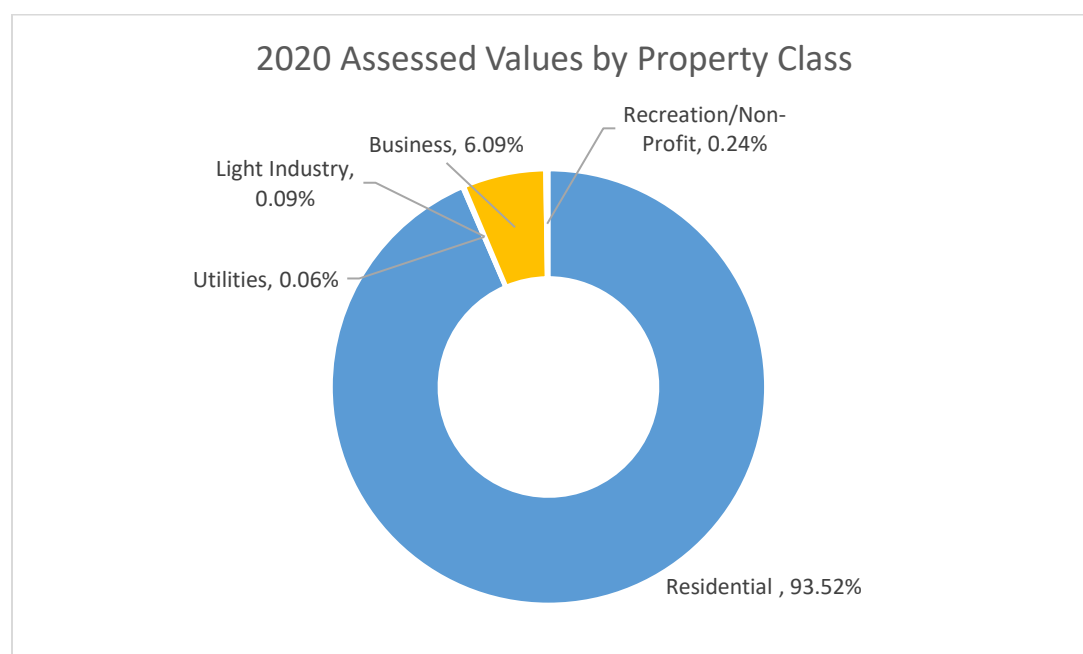
	2016	2017	2018	2019	2020
#Population	16,859	16,859	16,859	16,859	16,859*
#Households	6,867	6,867	6,867	6,867	6,867*
Land Area (km ²)	17.67				

SOURCE: STATISTICS CANADA

Assessed Values by Property Class 2016 - 2020

IN MILLIONS	2016	2017	2018	2019	2020
Residential	\$42,569	\$2,964	\$3,515	\$4,002	\$4,077
Utilities	2	2	2	3	3
Light Industry	3	3	3	4	4
Business	185	204	227	249	266
Recreation/Non-Profit	5	6	6	6	10

SOURCE: BC ASSESSMENT AUTHORITY



Property Tax Rates 2016 - 2020

**MUNICIPAL MILL RATE
(PER \$1,000 ASSESSMENT)**

	2016	2017	2018	2019	2020
Residential	3.7993	3.4391	3.0381	2.8365	2.9079
Utilities	40.0000	40.0000	35.5845	32.0923	28.0731
Light Industry	39.6688	38.6902	37.7957	32.3002	10.9216
Business	14.7964	13.9645	13.3449	12.7785	11.4327
Recreation/Non-Profit	13.7646	13.7503	14.8935	14.7864	13.5137

**TOTAL (GROSS) MILL RATE
(PER \$1,000 ASSESSMENT)**

	2016	2017	2018	2019	2020
Residential	6.8920	6.1623	5.4819	5.1912	5.3537
Utilities	61.4256	57.7278	52.9242	49.2376	45.1858
Light Industry	52.8881	47.3790	45.4829	39.4986	15.6169
Business	24.5721	21.8908	20.3385	19.2927	15.4703
Recreation/Non-Profit	19.2123	17.5065	18.3455	18.0181	15.2706

New Construction 2016 - 2020

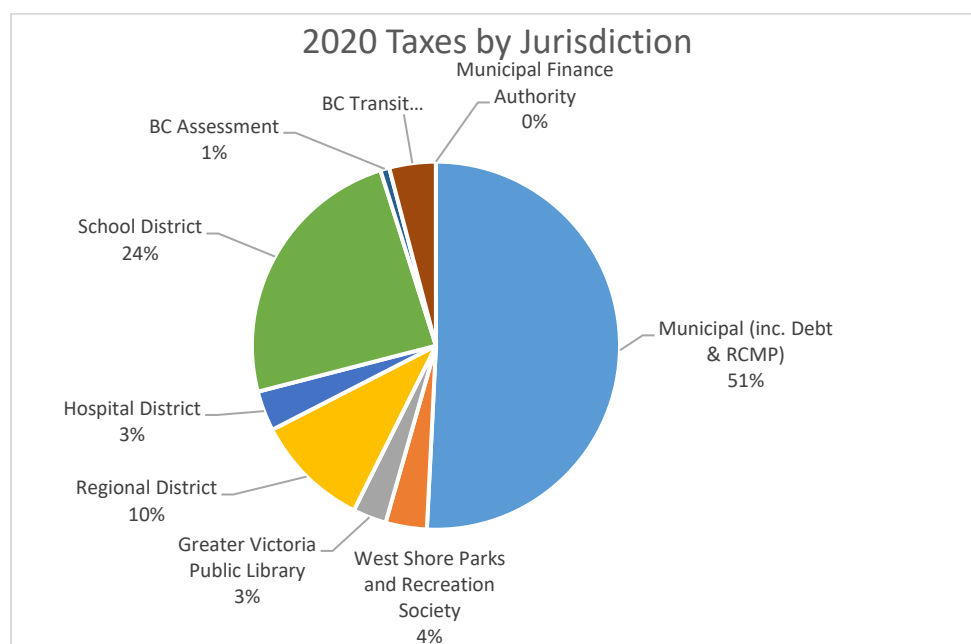
	2016	2017	2018	2019	2020
Construction Permits #	264	524	403	493	479
Construction Value (\$ thousands)	\$36,139	\$79,739	\$149,927	\$105,474	\$116,500
Taxes from Growth (\$ thousands)	\$316	\$415	\$339	\$249	\$425

SOURCE: CITY OF COLWOOD BUILDING DEPARTMENT & FINANCE DEPARTMENT

Property Tax Levied and Collected 2016 – 2020

	2016	2017	2018	2019	2020
Municipal (incl. debt, RCMP)	\$11,479,245	\$12,050,035	\$ 11,565,242	\$12,692,849	\$15,159,172
West Shore Parks & Recreation	1,110,077	1,110,077	1,110,077	1,160,600	1,082,239
Greater Victoria Public Library	780,769	819,229	831,857	871,600	878,952
Regional District			2,372,596	2,380,276	3,010,234
Hospital District			1,049,032	984,969	1,052,523
School District			7,185,250	7,892,566	7,206,328
BC Assessment			197,982	209,298	234,528
BC Transit Authority			988,677	1,093,078	1,220,886
Municipal Finance Authority			922	1,035	1,074
	<u>\$23,178,225</u>	<u>\$24,066,943</u>	<u>\$25,301,735</u>	<u>\$27,286,271</u>	<u>\$29,845,936</u>
Total Current Taxes Levied	\$23,178,225	\$24,066,943	\$25,301,735	\$27,285,082	\$27,884,745
Current Taxes Collected	22,743,077	23,658,634	24,952,979	27,152,800	26,793,745
Percentage	98.12%	98.30%	96.62%	99.52%	96.09%
Outstanding Beginning of	\$754,614	\$562,420	\$576,417	\$447,526	\$470,590
Arrears Collected	627,343	399,678	474,846	346,944	350,240
Percentage	83.13%	71.06%	82.38%	77.52%	74.43%
Total Tax Collections	<u>\$23,370,420</u>	<u>\$24,058,312</u>	<u>\$25,427,825</u>	<u>\$27,262,018</u>	<u>\$27,143,985</u>

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



2020 Principal Corporate Tax Payers

Registered Owner	Primary Property	Taxes Levied
ONNI COLWOOD (BELMONT + SOOKE) DEVELOPMENTS LTD	Various	\$379,984
CHAN	Shopping / Commercial	\$317,802
ROYAL BAY HOLDINGS	Various	\$258,375
WESTRIDGE LANDING CENTRE LTD.	Shopping / Commercial / Restaurant	\$215,033
RIDLEY BROS DEVELOPMENT CO LTD	Various	\$191,677
WSC LAI PROPERTIES LTD	Shopping Centre	\$150,308
QUEEN ALEXANDRA FOUNDATION FOR CHILDREN INC.	Health Care Facility	\$142,249
VICTORIA FORD ALLIANCE LTD	Various	\$140,098
FORTIS ENERGY (VANCOUVER ISLAND) INC	Gas Utility	\$136,474
0698721 BC LTD	Car Lot	\$119,679
AMOS	Courthouse	\$103,836
ENGELS CORNER PROPERTY LTD	Shopping Centre / Commercial / Restaurant	\$99,350
RCGC PROPERTIES LTD	Golf Course	\$90,208
SHERRINGHAM HOLDINGS LTD	Various	\$82,707
MACROHARD ENTERPRISES LTD	Health Care Facility / Restaurant	\$77,128
0917531 BC LTD	Various	\$76,951

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Summary of Financial Results 2016 – 2020

Statement of Financial Position	2016	2017	2018	2019	2020
Financial Assets	\$29,024,531	\$32,402,346	\$38,468,405	\$46,128,977	\$56,848,154
Financial Liabilities	\$28,051,929	\$29,665,847	\$31,303,818	\$30,443,372	\$34,874,733
Net Financial Assets/(Net Debt)	\$972,602	\$2,736,499	\$7,164,587	\$15,685,605	\$21,973,421
Statement of Operations	2016	2017	2018	2019	2020
Accumulated Surplus, Beginning of Year	\$141,791,659	\$143,214,346	\$149,093,837	\$157,450,007	\$165,068,692
Annual Surplus/(Deficit)	\$1,422,687	\$6,470,054	\$4,788,202	\$7,618,685	\$9,219,813
Accumulated Surplus, End of Year	\$143,214,346	\$149,684,400	\$153,882,039	\$165,068,692	\$174,288,505

Note: The City restated prior period amounts to record contributed tangible assets on the 2016 Consolidated Financial Statements, and to record an adjustment to the employee future benefit liability on the 2017 Consolidated Financial Statements.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Revenue and Expenses 2016 – 2020

Revenue	2016	2017	2018	2019	2020
Taxation	\$15,525,765	\$16,111,614	\$16,932,511	\$17,579,130	\$18,176,671
User Fees	3,244,275	3,787,557	3,502,629	4,133,728	3,486,293
Government Transfers	1,312,770	1,596,271	1,287,778	2,398,670	5,883,456
Fines and Penalties	128,230	126,435	145,384	131,933	139,805
Investment Income	350,611	398,679	687,621	852,862	530,821
Developer Contributions	1,388,022	3,894,718	3,293,217	5,056,790	3,756,705
Other	87,121	152,539	322,542	239,570	44,301
	<u>\$22,036,794</u>	<u>\$26,067,813</u>	<u>\$26,171,682</u>	<u>\$28,835,384</u>	<u>\$32,018,052</u>

Expenses by Function	2016	2017	2018	2019	2020
General Government	\$2,718,074	\$2,751,905	\$3,173,190	\$4,028,238	\$3,727,248
Protective services	6,410,974	5,863,993	6,368,982	6,840,676	7,179,488
Engineering & Transportation	5,021,358	4,373,315	4,408,781	4,052,773	4,842,040
Solid Waste Management	184,940	211,463	237,960	260,051	313,452
Planning & Development	770,432	888,135	1,589,820	1,507,893	1,209,053
Parks, Recreation & Culture	4,203,137	4,533,847	4,574,754	4,821,599	4,401,562
Sewer Services	1,148,091	975,101	1,092,041	1,105,912	1,284,824
	<u>\$20,457,006</u>	<u>\$19,597,759</u>	<u>\$21,445,528</u>	<u>\$22,617,142</u>	<u>\$22,957,667</u>

Expenses by Object*	2016	2017	2018	2019	2020
Salaries, wages and benefits	\$7,921,167	\$7,730,902	\$7,944,047	\$8,518,516	9,175,125
Materials, goods and supplies	1,155,574	1,082,137	881,166	739,774	928,786
Property service costs	694,782	978,299	1,198,504	1,379,779	1,640,191
Professional service costs	4,972,344	4,234,989	4,820,245	5,427,156	4,910,245
Financing costs	573,106	502,494	676,569	969,965	384,053
Other costs	2,204,362	2,281,209	2,336,469	2,287,283	2,300,057
Amortization	2,555,835	2,536,313	2,625,289	2,710,946	3,116,831
Special projects	379,836	251,416	963,239	583,723	502,379
	<u>\$20,457,006</u>	<u>\$19,597,759</u>	<u>\$21,445,528</u>	<u>\$22,617,142</u>	<u>\$22,957,667</u>

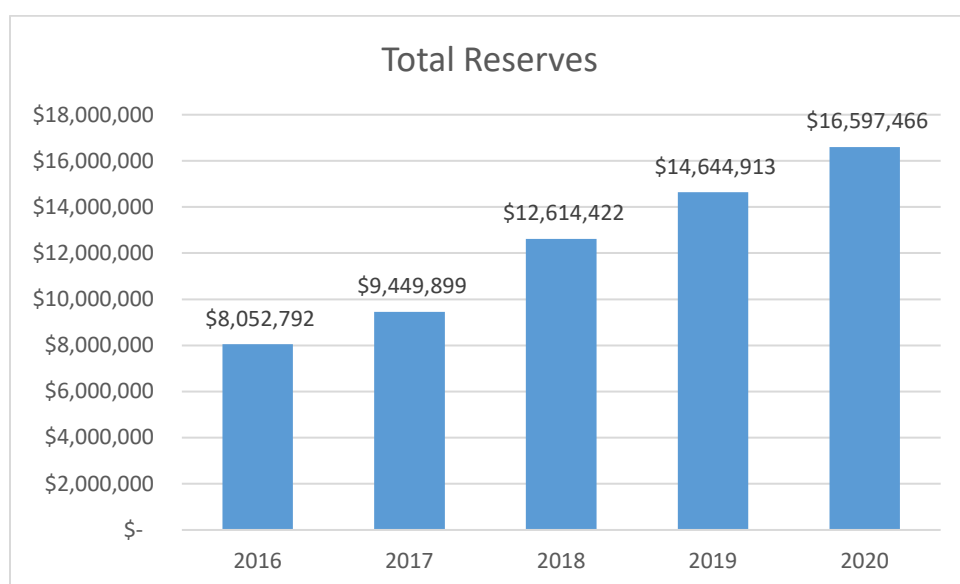
*Expenses by object for 2016 have been reclassified to conform with the current year financial statement presentation for comparative purposes.

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Reserve Funds 2016 – 2020

Reserve Funds	2016	2017	2018	2019	2020
Future Operating	\$2,251,519	\$2,119,748	\$1,931,672	\$2,012,496	1,820,499
Capital Projects	579,229	619,532	2,375,904	2,536,177	2,748,068
Sewer Capital Projects	901,824	992,397	1,043,317	1,098,973	1,276,398
General Fleet & Replacement	584,569	405,236	561,249	756,234	974,970
Fire Fleet Replacement	712,126	956,946	1,241,104	1,195,524	978,885
Sewer Fleet Replacement	172,562	74,765	69,755	125,947	185,077
Equipment Replacement	1,038	1,049	101,252	94,917	127,385
Community Amenities	1,177,088	1,586,146	1,987,699	2,727,197	3,591,305
Affordable Housing	586,392	728,613	395,858	308,529	670,039
RCMP Surplus	244,588	916,659	1,450,322	965,843	996,953
Police Building	148,337	149,975	136,764	418,368	413,727
New Firehall	154,929	208,123	212,516	216,887	223,873
St. John's Heritage Church	79,854	97,387	95,151	108,812	124,161
Sustainable Infrastructure	432,648	570,118	953,431	1,857,547	2,114,034
Public Art	26,089	23,205	22,005	22,458	23,181
Parks	-	-	8,700	29,580	50,460
Climate Action	-	-	-	56,136	63,602
West Shore Parks & Rec	-	-	27,723	113,288	214,849
Total Reserves	\$8,052,792	\$9,449,899	\$12,614,422	\$14,644,913	\$16,597,466

*Note: the City restated prior period (2017) amounts to record the Sewer Operating Surplus within the Operating Surplus on the 2018 Consolidated Financial Statements

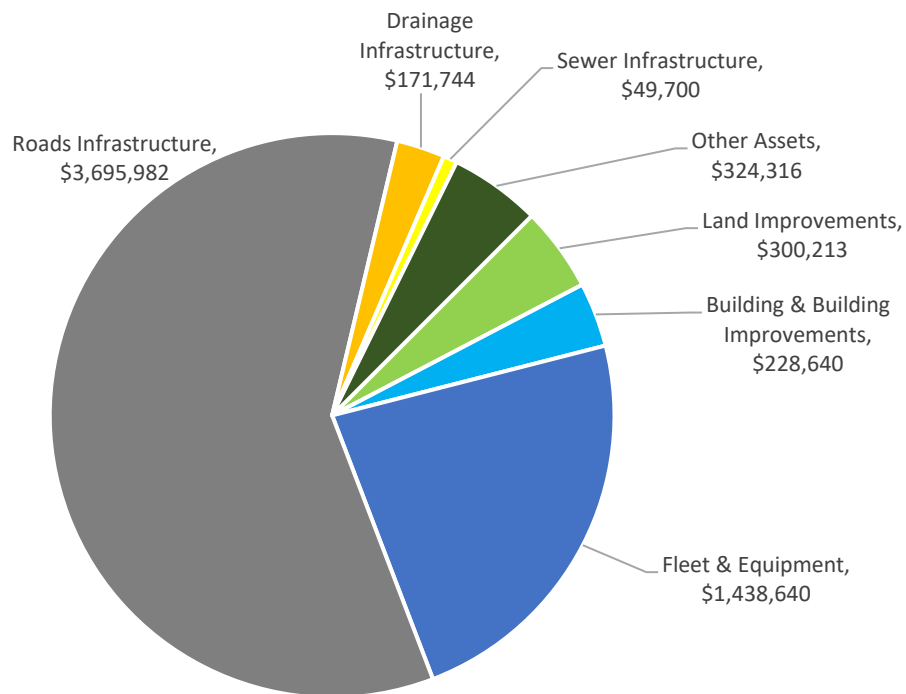


SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT

Acquisitions of Tangible Capital Assets 2016 – 2020

	2016	2017	2018	2019	2020
Land	\$ -	\$711,300	\$1,688,272	\$132,905	\$-
Land Improvements	414,908	1,609,340	64,165	-	300,213
Building & Building Improvements	-	102,968	406,043	392,576	228,640
Fleet & Equipment	566,236	889,715	509,241	158,940	1,438,640
Roads Infrastructure	397,894	99,110	654,181	2,702,108	3,695,982
Drainage Infrastructure	34,800	208,742	204,119	731,600	171,744
Sewer Infrastructure	119,100	2,260,198	75,100	543,000	49,700
Other Assets	213,225	518,818	46,676	146,901	324,316
	<u>\$1,746,163</u>	<u>\$7,300,191</u>	<u>\$3,648,796</u>	<u>\$4,808,030</u>	<u>\$6,209,235</u>

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



Community Grants and Permissive Tax Exemptions 2020

Organization	Grant	Permissive Tax Exemption
Anglican Diocese (Church of the Advent)		\$ 27,644
Big Brothers Big Sisters of Victoria Capital Region	\$3,040	
Children's Health Foundation of Vancouver Island		39,898
Colwood Pentecostal Church		22,158
Colwood Volunteer FireFighter Association	45,444	
Colwood Women's Institute		22,856
Crisis Intervention and Public Information Society of Greater	1,170	
Colwood Church	2,890	
Friends of Havenwood Park	390	
Greater Victoria Bike to Work Society	1,500	
Greater Victoria Volunteer Society (Volunteer Victoria)	1,000	
Habitat Acquisition Trust	2,500	
Intermunicipal Advisory Committee on Disability Issues (IACDI)	1,300	
Juan de Fuca Performing Arts Society	1,430	
M'akola Housing Society	2,430	
Open Gate Church	1,740	
Pacific Centre Family Services Association		25,854
Qchat Support Association	1,340	
Royal Canadian Legion (Prince Edward #91)	5,000	
Sarah Beckett Memorial Run	2,500	
School District #62 (Royal Bay Secondary School Grad)	1,000	
Society for Arts on the South Island (Coast Collective Art Centre)		11,154
Stigma-Free Society	1,410	
West Side Bible Church		9,712
West Shore Arts Council	5,500	
Youth for Christ Victoria	1,290	

SOURCE: CITY OF COLWOOD FINANCE DEPARTMENT



CITY OF COLWOOD

3300 Wishart Road | Colwood, BC | V9C 1R1

www.Colwood.ca    CityofColwood

250-478-5999

